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United Nations Assistance Mission in Afghanistan

Report of the Secretary-General

Summary

The present report contains the proposed resource requirements for the United Nations Assistance Mission in Afghanistan (UNAMA) for the period from 1 January to 31 December 2009, totalling $168,156,400 net ($179,166,600 gross).

It is anticipated that the Mission's projected expenditures for 2008 will amount to $86,348,500, resulting in overexpenditures totalling $10,279,800. After taking into account the estimated overexpenditures, the net amount being sought for 2009 amounts to $178,436,200.

Contents

Page

I. Overview of the Mission and its future role 3

II. Mission mandate and planned results 6

III. Resource requirements 26

A. Office of the Special Representative of the Secretary-General for Afghanistan 28

B. Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (Pillar I) 38

C. Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) (Pillar II) 53

D. Office of the Chief of Staff. 66

E. Mission Support 68

F. Regional and provincial offices 86

IV. Analysis of resource requirements 97

A. Military and police personnel 98

B. Civilian personnel 99

C. Operational costs 101

Annex

Organization charts 110

I. Overview of the Mission and its future role

1. The United Nations Assistance Mission in Afghanistan (UNAMA) was established pursuant to Security Council resolution 1401 (2002) for an initial period of 12 months. The mandate of the Mission was subsequently extended by the Security Council in its resolutions 1471 (2003), 1536 (2004), 1589 (2005), 1662 (2006), and 1746 (2007). Pursuant to its resolution 1806 (2008), the Council decided to extend the mandate of UNAMA, as proposed in the report of the Secretary-General of 6 March 2008 (A/62/722-S/2008/159), for an additional period of 12 months, until 23 March 2009. Further, the relationship of the Mission with the International Security Assistance Force (ISAF), headquartered in Kabul, was defined in Council resolutions 1386 (2001), 1501 (2003), 1563 (2004), 1623 (2005), 1707 (2006), and 1776 (2007).

2. The Security Council, in its resolution 1806 (2008), reaffirmed the central and impartial role of UNAMA in promoting peace and stability in Afghanistan by leading the efforts of the international community. Guided by the principle of reinforcing Afghan ownership, the Council, in the same resolution, identified the following nine areas of focus for UNAMA within the Mission's broader mandate: (a) promoting, as co-chair of the Joint Coordination and Monitoring Board, more coherent support by the international community to the Government of Afghanistan; (b) strengthening cooperation with ISAF in order to improve civil-military coordination; (c) providing political outreach through a strengthened and expanded presence throughout the country; (d) providing good offices to support the implementation of Afghan-led reconciliation programmes; (e) supporting efforts to improve governance and the rule of law and to combat corruption and to promote development at the local level; (f) playing a central coordinating role to facilitate the delivery of humanitarian assistance; (g) continuing cooperation with the Afghan Independent Human Rights Commission (AIHRC) and monitoring of the situation of civilians ensuring their protection and assisting in the full implementation of the fundamental freedoms and human rights provisions of the Afghan Constitution; (h) supporting the electoral process; and (i) supporting regional cooperation.

3. Concerning the request to provide political outreach through a strengthened and expanded presence throughout the country, UNAMA intends to proceed with an additional expansion of its field presence in Afghanistan through the opening of six new provincial offices in two phases. The first phase of the expansion would include the opening of two provincial offices in 2008, in Tirin Kot, Uruzgan province and in Pul-i-Khumri, Baghlan province. The safety, security and safeguard of staff members will be a matter of highest priority in the opening of any new office in the region. Further, such offices will be opened when and where the presence of UNAMA can play a significant role in the implementation of its mandate, including outreach to disaffected communities and to areas of greatest need.

4. The Declaration of the International Conference in Support of Afghanistan, held in Paris on 12 June 2008, further stressed the expanded role of the Special Representative of the Secretary-General and UNAMA in leading the coordination of the international civilian efforts towards Afghanistan. The conference participants committed themselves to making full use of this role both with regard to coordination of international efforts and to coordination between the Government of Afghanistan and the international community.

5. In a presidential statement of 11 July 2008 (S/PRST/2008/26), the President of the Security Council, on behalf of the Council, welcomed the special report of the Secretary-General on the International Conference in Support of Afghanistan and on the United Nations Assistance Mission in Afghanistan (S/2008/434), as well as the briefing by the Special Representative of the Secretary-General for Afghanistan, Kai Eide, on 9 July 2008, and endorsed the Secretary-General's recommendation that in order for UNAMA to fulfil its mandate, much greater substantive, administrative, and security resources would need to be expeditiously mobilized in the priority areas mentioned in his report. The Council also welcomed in particular the intention to proceed, pursuant to resolution 1806 (2008), with another expansion of the Mission's field presence through the opening of six new provincial offices over the following 12 months.

6. The roles, responsibilities and authority of the Special Representative of the Secretary-General for Afghanistan and his two Deputy Special Representatives are determined by the Secretary-General's note of guidance on integrated missions, of 9 February 2006, in which he recognized that recovery from conflict required shared strategies across the United Nations system. The Special Representative liaises with the Office of the United Nations High Commissioner for Human Rights, which is represented in UNAMA, and on the United Nations country team, by the Chief of the Human Rights Unit. The Deputy Special Representative of the Secretary-General for Relief, Recovery and Reconstruction serves as resident coordinator and humanitarian coordinator. UNAMA maintains close contact and coordinates activities both with neighbouring countries and with political missions and country teams in the region, such as through its liaison offices in Islamabad and Tehran. UNAMA is also enhancing cooperation and coordination with the North Atlantic Treaty Organization (NATO)-ISAF in order to increase and realize synergies between the two distinct organizations. As UNAMA intensifies its activities in regional and field offices, it remains committed to optimize the cost of construction, operations and maintenance by entering into common services agreements with other United Nations bodies.

7. In order to ensure that the Mission is able to effectively deliver support in the areas of priority identified in resolution 1806 (2008) and following the Paris Conference, its substantive and administrative capacity is proposed to be strengthened in those areas related to the priorities described in paragraph 2 above, with concurrent and in some cases significant staffing increases and structural changes. This proposal is therefore based on a restructuring of the Mission, which includes a significant augmentation of capacity in certain areas. The objective is to ensure that sufficient resources are devoted to the various topics that need greater attention. UNAMA intends to retain the two-pillar structure of the Mission (Political affairs, and Relief, recovery and reconstruction), with the appropriate strengthening in view of the priorities described above. In this connection, Pillar I will remain broadly responsible for political and related issues and it will strengthen its capacity to support electoral assistance as well as governance and institution-building. Pillar II is intended to be significantly expanded in order to support the Afghanistan National Development Strategy and promote donor coordination and aid effectiveness. It will, at the same time, strengthen its capacity to provide strategic direction and coordination of the United Nations country team and in particular to ensure a well-coordinated response to natural disasters and other humanitarian imperatives. The Mission will place the highest priority on coordinating

humanitarian assistance in a manner that does everything possible to ensure the humanitarian space required to provide assistance to all those in need.

8. In view of the above, the Mission intends to establish the following units: the Analysis and Planning Unit, the Election Support Unit, the Governance Unit, the Special Adviser on Development, the Humanitarian Affairs Unit, and the Donor Coordination and Aid Effectiveness Unit to carry out substantive tasks, and the Geographic Information Section to provide timely and accurate information in the form of maps and dynamic geographic information tools.

9. In addition to the proposed increase in the number of staff, UNAMA will require a greater level of resources for staff security and welfare, in particular for those carrying out duties in the field. Further, a significant increase in the number of administrative and support staff will be required to meet the demands of the anticipated expansion of the Mission working under difficult circumstances and increasing security challenges, as well as significant investments in equipment, including air assets and armoured vehicles. A significant component of the proposed staff increases for 2009 is related to the anticipated expansion of UNAMA to the provinces.

Status of achievement of objectives and expected accomplishments for 2008

10. The Mission remains generally on course to achieve the expected accomplishments detailed in the logical framework. The deteriorating security situation has affected a larger portion of the country, including parts of the eastern, central and western regions as well as the southern and south-eastern regions. This has had an impact on humanitarian and development activities as well as human rights and rule of law monitoring, by curtailing the movement and presence of UNAMA and other United Nations bodies in the region. UNAMA continues to adapt to these challenges through a constant review process that identifies areas where the Mission can clearly add value. The proposed internal restructuring of the Mission and further expansion of field offices in areas requiring outreach to disaffected communities and areas needing greater development support, are a result of the present review process.

11. UNAMA and the Special Representative of the Secretary-General are being requested to play an unprecedented leadership role on behalf of the reinforced international effort to coordinate efforts in Afghanistan in order to stabilize Afghanistan and improve the lives of Afghans. This will require intensified policy and political efforts, backed by institutional responses. The Government of Afghanistan's full endorsement of the Afghanistan National Development Strategy has led to a significant increase in activity aimed at mobilizing all levels of Government to deliver on prioritized needs, both within Afghanistan and among its international partners. This, along with preparations for the upcoming elections in the country, has placed enormous expectations upon UNAMA to support the Government of Afghanistan in its endeavours, and the international community's efforts in the country. Only through a significant expansion of budgeted personnel and logistical assets will the Mission be in a position to deliver this support in accordance with its mandate.

II. Mission mandate and planned results

12. On the basis of Security Council resolutions 1401 (2002), 1471 (2003), 1536 (2004), 1589 (2005), 1662 (2006), 1746 (2007), and 1806 (2008), the objective, expected accomplishments and indicators of achievement are presented below.

Objective: To promote peace and stability in Afghanistan.

Expected accomplishments	Indicators of achievement
(a) Socio-political environment increasingly conducive to sustainable peace and stability	(a) (i) Reduced number of internal, intra-Afghan and provincial conflicts *Performance measures* 2007: 50 de-conflicting initiatives Estimate 2008: 60 de-conflicting initiatives Target 2009: 70 de-conflicting initiatives (tribal conflicts, land disputes, ethnical conflicts, conflicts between political parties, disputes over government appointments) (ii) Enhanced political outreach *Performance measures* 2007: 12 political outreach missions to provinces to meet with local authorities, communities and tribes were conducted Estimate 2008: Statement of Principles is to be finalized by the Policy Action Group to set up a new strategy on political outreach and national reconciliation Presence of outreach offices in all regional centres UNAMA role in reconciliation process is to be identified and agreed upon by the Government of Afghanistan and the international community Political outreach activities are to be commenced in 9 provinces (Badghis, Herat, Helmand, Uruzgan, Kandahar, Khost, Paktya, Logar, Kapisa) Target 2009: In addition to all regional centres, presence of political outreach offices in 11 provinces (9 plus Wardak, Ghazni); political outreach continues in 11 provinces (iii) Increased government engagement in the implementation, planning and funding of Afghan elections

Performance measures

2007: Capacity-building of the Independent Election Commission through the United Nations Development Programme (UNDP)-managed Enhancing Legal and Electoral Capacity for Tomorrow (ELECT) project

Civil and voter registration process designed

Voter registration operational concept, plan and budget prepared

Electoral law drafted with advice from international experts

Estimate 2008: 50 per cent of voters (16 years old and above) registered

Planning for the 2009 and 2010 elections is to start under the leadership of the Independent Election Commission

Required Afghan electoral staffing reaches 30-40 per cent

Electoral law is passed by Parliament

Target 2009: Presidential and provincial council elections are to take place according to the Constitution

The Independent Election Commission leads planning and implementation of 2009 and 2010 elections

(iv) Decreased number and influence of illegal armed groups

Performance measures

2007: 9,850 of 15,000 estimated weapons collected through the disbandment of illegal armed groups

131 of 617 identified illegally armed groups disbanded

21 of 21 selected districts declared compliant with the disbandment of illegal armed groups' targets

Estimate 2008: 6,000 weapons collected through the disbandment of illegal armed groups Afghanistan's New Beginnings Programme

240 of 360 targeted illegally armed groups disbanded

70 of 82 selected districts declared compliant with disbandment of illegal armed groups' targets

Target 2009: 5,500 weapons collected through the disbandment of illegal armed groups Afghanistan's New Beginnings Programme

360 of 360 targeted illegally armed groups disbanded

82 of 82 selected districts declared compliant with disbandment of illegal armed groups' targets

(v) Increased regional cooperation activity/confidence-building measures

Performance measures

2007: 13 cooperation agreements signed with 6 neighbouring countries

Afghan-Pakistani Peace Jirga process started (first Jirga held in August 2007)

Trilateral Afghanistan-Islamic Republic of Iran-Pakistan Agreement on Counter-Narcotics Cooperation signed through facilitation of United Nations Office on Drugs and Crime

Estimate 2008: Third Regional Economic Cooperation Conference is to take place in Islamabad

Second round of Peace Jirga is to be convened in Pakistan

Joint Peace Jirga Commission ("Jirgagai") is to start regular meetings

Capacity-building project in the Regional Cooperation Department of the Ministry of Foreign Affairs of Afghanistan is to start

Target 2009: Fourth Regional Economic Cooperation Conference is to be convened

2 Peace Jirga sessions are to be convened on a rotational basis

Jirgagai meetings are to be held quarterly

Electric power purchase from neighbouring countries is to be increased

Capacity-building project in the Regional Cooperation Department of the Ministry of Foreign Affairs Afghanistan is to be continued

(vi) Increased civil-military cooperation initiatives, including at the provincial level

Performance measures

2007: not available

Estimate 2008: Increased deployment of civil-military coordination officers into 8 regions

Target 2009: Set up 5 regional Civil-Military Working Groups linked to the 5 ISAF regional offices

Organize 15 Provincial Reconstruction Team training events

Outputs

- Political analysis and guidance provided to parties and groups weekly at national/subnational level regarding conflict resolution
- Monitoring and analysis of developments provided weekly at the central and regional level
- Coordination meetings of the Policy Action Group held twice-monthly
- Weekly public information on television and radio in Dari/Pashto for the Afghan Public
- Weekly press briefings in Kabul; media round tables on issues of press interest; press briefings and other events for media in the regions
- Survey to assess support for Parliament
- Electoral meetings in support of the Independent Election Commission held twice-monthly, including provision of advice on the electoral law reform and the timing of future elections
- Advice provided to ISAF headquarters, regional and provincial offices, and provincial reconstruction teams
- Advice and support to the disbandment of illegal armed groups provided through weekly coordination meetings
- Advice provided on a system to monitor human rights concerns related to the elections (e.g. vetting of candidates)
- Establishment of new provincial offices

External factors

The Mission is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) All stakeholders maintain the necessary political and/or financial commitments;

(b) The Government of Afghanistan commits itself to improve governance and reduce corruption;

(c) There is increased cooperation on parliamentary legislative agenda priorities between the Parliament and the President to achieve progress towards the electoral process;

(d) There is continued increased capacity and motivation of the Afghan National Security Forces and the Afghan judicial system and increased support from NATO-ISAF to achieve progress towards the disbandment of illegal armed groups;

(e) There is a positive change in the general perception of the Government and the international forces in handling the insurgency sufficiently;

(f) There is public confidence in the delivery of development projects on the disbandment of illegal armed groups as an incentive for compliance with the disbandment of illegal armed groups;

(g) There is continued cooperation between the Legislative and Executive branches of the Government as well as between subnational and central government agencies in support of the electoral process.

Expected accomplishments	**Indicators of achievement**
(b) Progress towards reform of the Afghanistan security sector and rule of law	(b) (i) Strengthened accountable security sector institutions, including the Ministry of Defence and Ministry of Interior *Performance measures* 2007: not available Estimate 2008: Development of the Ministry of Defence and Afghan National Army are in line with Afghanistan Compact benchmarks, on respective levels of command, recruitment, training, leadership and equipment 76,000 military personnel reached and retained by the end of the year Development of Ministry of Interior and Afghan National Police are in line with Afghanistan Compact benchmarks, on respective levels of institutional, organizational and individual personnel reforms, command, recruitment, training, leadership and equipment. 80,426 Ministry of Interior/Afghan National Police personnel reached and retained by the end of the year Target 2009: Afghan National Army reaches its full strength of 86,000 Afghan National Army maintains district, provincial and regional joint operational coordination centres and border coordination centres (with Pakistan) Afghan National Police reaches its full strength of 82,000 The Afghan National Police maintains nationally, the joint regional coordination centres

(ii) Increased capacity-building initiatives targeting justice institutions

Performance measures

2007: Government justice policy and strategy incorporating monitoring and evaluation mechanisms in support of Compact rule of law benchmarks of the Afghanistan Compact adopted

Estimate 2008: Implementation of the laws on Judicial Authority and the Organization of the Attorney General's Office

Previous Law from 1991 is being implemented on Organization of the Attorney General's Office

Law on the Organization and Authority of the Courts drafted in May 2005 is being implemented

300 graduates from Supreme Court Stage course (from 233 in 2007)

150 (7 female) graduated from Attorney General's Office Stage course (in 2008)

Target 2009: Assessment and restructuring of the Inspection Units located at the Ministry of Justice, Attorney General's Office, and the Supreme Court completed

All staff of the new Inspection Units at Ministry of Justice, Attorney General's Office, and Supreme Court trained to curb corruption and improve the performance of the Judiciary

Finalization of a policy statement and mechanism to ensure that the Afghanistan National Development Strategy and justice institutions monitoring tools are gender- and age-disaggregated, especially to enhance capacity-building of women in the justice sector

(iii) Adoption of laws and other legal instruments

Performance measures

2007: Regulation on Management of Prisons and Detention Centres

Law on Prisons and Detention Centres adopted

Advocate's Law drafted

Estimate 2008: Finalization of new Criminal Procedure Code and the Anti-Terrorism Law

30 laws drafted (up from approximately 26 in 2007)

Law on counter-narcotics reviewed by the Ministry of Justice in third quarter of 2008, including Regulation on Juveniles Rehabilitation and Training Centres

Charter of National Legal Training Centre reviewed by the Ministry of Justice in third quarter of 2008

Law on the Structure and Authority of the Ministers' special court and Law on the Elimination of Violence against Women reviewed by the Ministry of Justice in third quarter of 2008

The Advocates' Law (establishing the independent Afghan Bar Association) entered into force and the Association established

Target 2009: Finalize a new draft law for anti-corruption

Implementation of the Law on the Elimination of Violence against Women

Finalize the assessment for drafting a modern administrative law to fill the gap currently existing in the Administrative Justice

(iv) Improved coordination of justice sector

Performance measures

2007: Justice working group developed Terms of Reference and made recommendations on key policy issues

Estimate 2008: 1 international meeting per month and quarterly national and provincial level donor activity reports

National Justice programme finalized with assistance from the international community

Provincial Justice Coordination Mechanism launched with assistance from UNAMA, with presence in Kunduz, Herat, Jalalabad, Gardez, Kandahar, Bamyan, Mazar-e-Sharif and Kabul

Target 2009: First annual assessment for the performance of the Provincial Justice Coordination Mechanism

Assessment of traditional dispute resolution mechanisms, and development of a national policy document to determine the priorities of using traditional dispute resolution within the framework of the natural family planning

Mechanisms to improve the coordination between the Ministry of Justice, Attorney General's Office, Supreme Court, and the law enforcement to integrate their role in the Judicial process in place

The Afghanistan Reconstruction Trust Fund starts funding the three justice institutions according to the justice sector strategy and the national justice programme

(v) Improved conditions in Afghan detention and correction centres

Performance measures

2007: 7 prison facilities constructed and/or rehabilitated in line with United Nations and international standards

1,000 prison staff nationwide receives the new Officer/Non-Commissioned Officer training

The first female detention centre in Kabul has been completed and handed over to the Central Prison Department/Ministry of Justice

Estimate 2008: 6 prisons and 1 female detention centre constructed and 1,000 prison staff nationwide trained in standards of care

Developed databases for prisoners, staff and records of the Central Prison Department

Completed priority reform and restructuring submission for approval

Distributed prisoner's rights booklet to all female prisoners

Developed case management process for prisoners

Implemented a working group on policy development

Handover to Central Prison Department of High-Risk Drug Offender Unit at Pol-i-Charki Central Prison

Target 2009: Refurbished Pol-i-Charki Central Prison

Monitored implementation of the Priority Reform and Restructuring

6 prisons constructed/refurbished

Developed policy, including Use of Force, Code of Conduct and Standards of Professional Behaviour

Outputs

- Supportive dialogue with national authorities resulting in the successful monitoring and achievement of the rule of law benchmarks
- Continued support for the effective functioning of the sub-working groups on law reform, legal aid/access to justice, legal education, land reform/registration and physical justice infrastructure
- Advice provided by UNAMA, as co-focal point of working groups, to sub-working groups on judicial reform and legal aid/access to justice
- Weekly advice provided through UNAMA participation in the Afghan National Development Strategy/Afghanistan Compact Consultative Group, Justice and Human Rights Working Group and its technical sub-working groups
- UNAMA liaison and advocacy with donors on justice sector issues
- Issuance of "UNAMA justice overview", a monthly update on justice issues
- Weekly briefings to Governments and other organizations on justice sector reform
- Facilitating and co-chairing the committee of international experts on criminal justice reform
- Acting as lead in coordinating international support to the Ministry of Justice on the legal aid and access to justice sub-working group
- Annual update of matrix of legal aid providers by UNAMA in conjunction with the United Nations Development Fund for Women
- Quarterly national and provincial level donor activity reports (International Coordination Group for Justice Reform matrix)
- Acting as focal point for prison reform; coordinate prison reform and rehabilitation activities between and among the Government of Afghanistan and United Nations and international agencies, and donor countries
- Providing advice and support to the Ministry of Justice and the Central Prison Department/Ministry of Justice for the construction/renovation of prisons and correctional institutions
- Providing advice and support to the Ministry of Justice and Central Prison Department/Ministry of Justice for improvement of the prisons system (such as the developing of policies and protocols, effective implementation of the new law and regulation for juvenile centres/prisons, etc.)

External factors

The Mission is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) Government and donor contributions to the justice sector are continued and increased;

(b) The Parliament has the capacity to review legal documents in order to determine the ability of the Government to adhere to the legislative calendar and implement the necessary legislation;

(c) The quantity and quality of tertiary legal education are enhanced to achieve capacity of the justice sector;

(d) A national programme is in place as a central vehicle to drive reform within judicial institutions backed by a strong donor support towards the re-establishment of the rule of law.

Expected accomplishments	**Indicators of achievement**
(c) Increased respect for human rights in Afghanistan	(c) (i) Increased human rights cases successfully investigated by the Afghan Independent Human Rights Commission (AIHRC) *Performance measures* 2007: 1,300 investigations completed Estimate 2008: 1,500 cases investigated Target 2009: 1,500 cases, including elections related issues (no increase expected against 2008 owing to anticipated reduction in access for AIHRC) (ii) Increased monitoring and reporting on the State-building process by AIHRC in cooperation with UNAMA *Performance measures* 2007: 400 monitoring activities and 60 training workshops completed (i.e. 30,000 people trained) Estimate 2008: 35,000 people trained Target 2009: 2 reports on substantive issues published (iii) Implementation of the Government's Action Plan on Peace, Justice and Reconciliation on transitional justice *Performance measures* 2007: 5 sets of recommendations from Advisory Panel, Decree established Task Force to advise on the institutional, legal and procedural framework for Afghanistan to fulfil its legal obligations with regard to past crimes Final report of Task Force completed and delivered to President and other stakeholders delayed and extended to 2008 8 trainings conducted (however, not accomplished owing to political resistance; the Advisory Panel

was ineffective and the Task Force was not established)

Estimate 2008: reinvigorated political support for the Action Plan

Target: 2009: accelerate systematic recording of past human rights abuses and violations

(iv) Increased reporting on human rights and international humanitarian law violations, including jointly with Afghan Independent Human Rights Commission

Performance measures

2007: 4 national reports published and 20 workshops conducted (not met owing to inadequate staff capacity, political considerations regarding the sensitivity of subject matters; on the other hand, improved dialogue with the international military forces has garnered more accurate internal reporting and verification and enabled UNAMA partially to meet these objectives

Estimate 2008: 4 reports published as well as contributions to reports of partners and mechanisms, such as Special Rapporteur on Summary Executions (includes Arbitrary Detention Verification Campaign, Legal System Monitoring and Freedom of Expression reports)

2 joint AIHRC/UNAMA reports published likely focused on protection of civilians' issues

Target 2009: 2 joint AIHRC/UNAMA reports published

4 reports and additional contribution to others' reports

Outputs

- Investigation of human rights violations and recommendation for corrective actions and follow-up in cooperation with AIHRC public information advocacy and support for the mission's human rights initiatives and principles, as required
- Joint work undertaken with AIHRC designed to enhance the capacity of AIHRC to promote and protect human rights consistent with human rights provisions of the Afghan Constitution, in particular full enjoyment by women of human rights
- Workshops and joint monitoring undertaken to enhance the capacity of AIHRC to monitor and report on the degree to which State institutions under reform, particularly police, courts and prisons, protect and provide access to human rights, including women's access to justice

- On-site training to develop the capacity of AIHRC and others to monitor and report on violations related to protection of civilians in conflict
- Trainings and advice provided to strengthen knowledge and capacity of human rights officers within the Afghanistan National Police
- Enhancement of the capacity of civil society to understand, monitor and participate in the State-building process
- Monitoring and providing of advice to the Government of Afghanistan on implementation of the Action Plan on Peace, Justice and Reconciliation
- Core Group on Transitional Justice convened by UNAMA to facilitate information-sharing on transitional justice issues
- Monitoring the effectiveness of measures taken to implement the Afghanistan Compact and the Afghanistan National Development Strategy aimed at the protection of human rights tracked
- Provision of technical advice to the Government of Afghanistan on developing Government monitoring of human rights benchmarks of the Afghanistan Compact and the Afghanistan National Development Strategy
- Issuance of reports on protection of civilians produced and recommendations pursued with the parties to the conflict
- Issuance of reports and recommendations developed on fair trial and detention practices as well as freedom of expression

External factors

The Mission is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) There is decreased intensity of the insurgency which has a direct effect on cases of human rights abuses;

(b) There is increased attention by the Government of Afghanistan and the international community to the insurgency risks in detriment of the creation of an environment where human rights are respected;

(c) There is willingness by the Government of Afghanistan to set the example in carrying out impartial investigations of alleged human rights abuses;

(d) There is political support to the transitional agenda;

(e) There is persistent and consistent political and donor support to the human rights agenda.

Expected accomplishments	**Indicators of achievement**
(d) Increased rehabilitation, recovery and reconstruction of Afghanistan, with focus on subnational government structures	**(d)** (i) Extension of national programmes to provinces *Performance measures* 2007: 4 national programmes 5 joint Government/United Nations programmes

Organizational structures rationalized in 15 per cent of governors' offices

25 provincial development planning processes receive technical support

24 provincial reconstruction teams implement activities in line with the Afghanistan National Development Strategy and the Afghanistan Compact

Pilot provincial budgeting is completed in 3 provinces

Afghanistan Stabilization Programme is implemented in 120 districts

Estimate 2008: 6 national programmes

5 joint Government/United Nations programmes

Organizational structures rationalized in 40 per cent of governors' offices

Provincial development plans are completed in all 34 provinces

Provincial budgeting is completed in 7 provinces

The Afghanistan Stabilization Programme is implemented in 240 districts (the Afghanistan Stabilization Programme has been implemented in 153 districts so far)

Target 2009: Public Administrative Reform is initiated in 50 per cent of the 34 provinces, in 25 per cent of 114 Municipalities and in 25 per cent of 364 districts

All new governors and mayors are appointed through transparent mechanisms

Mainstreaming of 25 per cent of the provincial development plans into ministerial budgeting

Improved provincial reconstruction teams/UNAMA coordination during the implementation of provincial development plans

(ii) Establishment and implementation of mechanisms to promote Government accountability, including at the subnational level

Performance measures

2007: National legislation adapted to comply with the United Nations Convention against Corruption (annual performance reviews for all senior government staff not fully achieved in 2007)

Estimate 2008: Annual performance reviews undertaken for all senior government staff

Drafting of policing plan and finalization

Unified plan to reform the Ministry of Interior adopted by the Government

Target 2009: 10 per cent of the Administrative Reform and Civil Service Commission and the Independent Directorate of Local Governance plan that remedies administrative weaknesses relating to recruitment, tracking of personnel, and career development, and this plan fully supported and funded by the international community

Capacity-building plan is developed for civil servants at subnational level of 50 per cent of the 34 provinces and municipalities

Capacity-building plan for 34 provincial councils is developed

(iii) Increased capacity of the Government for gender mainstreaming in national policies and programmes

Performance measures

2007: Gender perspective fully streamlined in the work of 4 consultative groups

Subnational consultations include minimum 20 per cent female participation

Estimate 2008: Gender perspectives fully streamlined into the work of 6 consultative groups

Subnational consultations include a minimum of 33 per cent female participation

National Action Plan for Women in Afghanistan endorsed by the Government

Target 2009: Gender perspectives fully streamlined into work of 6 consultative groups

Subnational consultations include more than 40 per cent female participation

National Action Plan for Women in Afghanistan implementation consolidated

Inter-ministerial Monitoring Board reviews the National Action Plan for Women in Afghanistan pilot projects in the selected ministries

Implementation of National Action Plan for Women in Afghanistan in a minimum of 20 per cent of priority projects identified by sector ministries

(iv) Increased support to State institutions in implementing the Afghanistan Compact and the Afghanistan National Development Strategy with respect to counter-narcotics

Performance measures

2007: Capacity of Ministry of Counter-Narcotics directorates is established in 8 provinces

5 provinces developed proposals for consideration by the Counter-Narcotics Trust Fund

Implementation plans prepared for all pillars of the National Drug Control Strategy in line with the Afghanistan Compact and the Afghanistan National Development Strategy

Estimate 2008: Capacity of Ministry of Counter-Narcotics directorates is established in all 34 provinces

11 provinces develop proposals for consideration by the Counter-Narcotics Trust Fund

Establishment of border control at all illegal international border crossings in western and southern Afghanistan

United Nations Office on Drugs and Crime to have functional Ministry of Counter-Narcotics presence in 15 provinces by the end of 2008

11 provinces will have their provincial counter-narcotics plans developed in 2008

Target 2009: Capacity of Ministry of Counter-Narcotics directorates and effective facilitation of provincial counter-narcotics working groups are established in all 34 provinces

All 34 provinces have developed provincial counter-narcotics plans for consideration by the Counter-Narcotics Trust Fund

Border liaison offices have established on Afghanistan-Islamic Republic of Iran, Afghanistan-

Pakistan and Islamic Republic of Iran-Pakistan borders

Establishment of border control at all illegal international border crossings in western, southern and northern Afghanistan

Cooperation among Ministry of Defence, Ministry of Interior, Ministry of Counter-Narcotics and ISAF in seasonal illicit poppy eradication measures effectively strengthened

The number of poppy-free provinces reaches 25

Pre-planting public awareness campaigns conducted by the Government of Afghanistan and the international community effectively promoted in all 34 provinces

(v) Increased ability of the Government to manage humanitarian crisis/issues/needs

Performance measures

2007: Provincial disaster preparedness plans are developed in 14 provinces

10 provincial training courses on disaster management conducted

Estimate 2008: Provincial disaster preparedness plans are developed in all 34 provinces

20 provincial training courses on disaster management are conducted

Target 2009: Establishment of 6 humanitarian regional teams (2 already active)

31 provincial disaster preparedness plans developed

Set up a database on humanitarian access and monitoring

A Humanitarian Action Plan for Afghanistan developed

Creation of a Humanitarian Information Unit in Kabul/Advocacy and Geographical Information System functions

Development of a database on "Who does what where on humanitarian issues"

Outputs

- Regular reports by United Nations bodies through established financial reporting mechanisms led by the Ministry of Finance
- Strategic coordination services provided to United Nations regional teams by UNAMA regional offices
- Strengthened regional cooperation among United Nations country teams via trilateral joint programme in health formulated and operational
- Civil service appointments in the regions monitored
- Provision of advice to provincial reconstruction teams on development of provincial indicators in coordination with donor countries, United Nations bodies and international military personnel
- Provision of technical assistance to provincial development committees, provincial councils, governors and line ministries
- Provision of assistance to the Government, including provincial departments, on policies for gender equality and mainstreaming in line with the Afghanistan National Development Strategy
- Gender mainstreaming as a cross-cutting issue through the Afghanistan National Development Strategy, through provision of technical advice, participation in relevant consultative and working groups of the Strategy, and coordination with United Nations bodies and government institutions
- Mainstreaming of counter-narcotics as a cross-cutting issue through the Afghanistan National Development Strategy, through the provision of technical advice, participation in relevant consultative and working groups of the Strategy, and coordination with United Nations bodies and government institutions
- Subnational administration and implementation of projects funded by the Counter-Narcotics Trust Fund strengthened
- Acting as lead international agency for the humanitarian and disaster response working group of the Afghanistan National Development Strategy
- Coordination of United Nations disaster response at the national and regional levels
- Provision of 400 maps on the humanitarian situation countrywide
- Two trainings on the Humanitarian Cluster Approach
- 12 (monthly) Humanitarian Update reports at national level. Set up 5 regional civil-military working groups linked to the 5 ISAF regional offices
- Organizing 15 provincial reconstruction teams training events
- Attend 12 external redeployment events for ISAF
- Monthly reports on humanitarian activities (96 reports = 8 regions x 12 reports), which includes maps and briefing packs
- Roll out the Cluster Approach in all 8 regions
- Quarterly report on Humanitarian Access and Space

External factors

The Mission is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) All stakeholders maintain the necessary political and/or financial commitments;

(b) The security situation in each particular region of the country remains conducive to an increased emphasis on implementation at the subnational level;

(c) Natural disasters do not adversely affect reconstruction activities.

Expected accomplishments	**Indicators of achievement**
(e) Enhanced implementation of the Afghanistan Compact and the Afghanistan National Development Strategy benchmarks	(e) (i) Strengthened collaboration between the Government and the international community to determine and implement priorities through the Joint Coordination and Monitoring Board *Performance measures* 2007: 23 Afghanistan Compact benchmarks were achieved 6 meetings of the Joint Coordination and Monitoring Board have been held since the inception of the Board 70 decisions and actions across 8 sectors by the Board Biweekly consultations are held between the Government and the international community through the meetings of the Board Co-Chairs Estimate 2008: 30 Afghanistan Compact benchmarks are achieved Joint Coordination and Monitoring Board meetings VII, VIII and IX are held Biweekly consultations are held between the Government and the international community through meetings of the Board Co-Chairs 120 decisions and actions across 8 sectors by the Board Target 2009: Measurable progress towards key outcomes of the Afghanistan Compact achieved 3-4 Joint Coordination and Monitoring Board meetings held (ii) Increased support to State institutions in defining national priorities as part of the Afghanistan National Development Strategy

Performance measures

2007: 30 per cent of government ministries initiate restructuring and rationalization in line with the Afghanistan National Development Strategy and the Afghanistan Compact

A clear and transparent appointment mechanism is in place for all senior appointments to the central Government, the judiciary, provincial governors, police chiefs, district administrators and provincial heads of security

Estimate 2008: 50 per cent of government ministries initiate restructuring and rationalization in line with the Afghanistan National Development Strategy

75 per cent of ministries undertaking civil service reform consultations on the Millennium Development Goals/Afghanistan National Development Strategy are completed in all 34 provinces

The Afghanistan National Development Strategy process is completed and endorsed by the Government of Afghanistan

All ministries undertake civil service reform

Clear procedures of involvement of the Provincial Councils into development and monitoring of the subnational administrative affairs are endorsed by the Government

Target 2009: All ministries undertaking civil service reform

Clear procedures of involvement of the provincial councils into development and monitoring of the subnational administrative affairs are endorsed by the Government

Clear and transparent appointment mechanism applied for all senior appointments to the central Government, the judiciary, provincial governors, police chiefs, district administrators and provincial heads of security

(iii) Establishment of a monitoring system between the Joint Coordination and Monitoring Board and the Afghanistan National Development Strategy secretariats and the Central Statistics Office

Performance measures

2007: 5 rounds of consultative group meetings and 240 working group meetings held across the 8 Afghanistan National Development Strategy sectors

Bimonthly coordination meetings with United Nations sector focal points were held

Estimate 2008: With the finalization of the Afghanistan National Development Strategy, the Joint Coordination and Monitoring Board is restructured to include 3 standing committees to facilitate decision-making on important strategic priorities. Implementation, as well as programme monitoring and reporting, is fully within the domain of the Government, which will have structured its delivery mechanisms, including inter-ministerial committees to replace the structure of consultative groups and working groups. The development of at least 3 key national programmes in agriculture, infrastructure and governance is initiated. The standing committees meet to discuss at least 5 key priority issues

Target 2009: A fit for purpose Joint Coordination and Monitoring Board secretariat and a strengthened UNAMA that is able to coordinate the analytical inputs needed to carry out independent monitoring and oversight functions

Transition from the Afghanistan National Development Strategy planning secretariat to delivery coordination completed, with appropriate relationship agreed between delivery and strategic monitoring

A fully operational strategic monitoring system functioning within the Board's secretariat, and drawing on data from the Strategy delivery coordination mechanism, as well as from the Central Statistics Office and other sources

The Board's third annual report is completed, with policy coordination of at least 5 key strategic priorities demonstrated

Outputs

- Four Joint Coordination and Monitoring Board meetings co-chaired by UNAMA and fully resourced by the Joint Coordination and Monitoring Board secretariat
- Regular consultations between the Government and the international community through the Board Co-Chairs
- Provision of strategic advice and good offices to national and regional authorities and key stakeholders as a means to support implementation of the Afghanistan Compact
- Monitoring progress in the implementation of the Afghanistan Compact and the Afghanistan National Development Strategy benchmarks in close collaboration with the secretariats of the Board and the Strategy
- Provision of support and technical assistance to the Board secretariat to strengthen monitoring and reporting on Afghanistan Compact implementation
- Standing Committees on Security, Governance and Development to drive implementation of decisions taken by the Board in between meetings with United Nations participation
- Facilitation of regular United Nations country team meetings to review United Nations activities in support of the Afghanistan Compact and the Afghanistan National Development Strategy
- Streamlining of all Afghanistan Compact benchmarks within UNAMA plans and activities, including at the regional and provincial level
- Communications strategy and strengthened public outreach on the Afghanistan Compact

External factors

The Mission is expected to achieve its objectives and expected accomplishments on the assumption that all stakeholders, including members of the Joint Coordination and Monitoring Board, continue to provide the necessary political and financial commitment towards meeting Afghanistan Compact and Afghanistan National Development Strategy benchmarks. The Strategy and Board process will also depend on the security situation in the country. Timely achievement of the benchmarks and the completion of the Afghanistan Strategy will also require the absence of any major political disruptions, including within the region, natural disasters, or any other national emergency situation.

III. Resource requirements

13. The proposed resource requirements for UNAMA for the period from 1 January to 31 December 2009 are estimated at $168,156,400 net ($179,166,600 gross) as shown in tables 1 and 3. Table 2 summarizes the staffing requirements. The proposed resource requirements for 2009, reflecting a net increase of $92,087,700 (or 121.0 per cent) over the revised estimated requirements for 2008, include $1,225,700 for military and police personnel, $76,363,600 for civilian personnel and $90,567,100 for operational costs. The increase is mainly due to: (a) the proposed establishment of 514 additional positions, including 140 international and 358 national positions, and 16 United Nations Volunteers; (b) costs associated with the opening of six additional provincial offices; (c) the proposed construction of additional staff accommodation units, including 133 at headquarters in Kabul and 52 in field offices; (d) the proposed acquisition of 177 armoured

vehicles, including 1 replacement and 176 additional vehicles; and (e) the proposed increase of the air fleet of the Mission, including 1 additional fixed-wing and 1 additional rotary-wing aircraft.

14. Regarding the establishment of additional provincial offices to strengthen and expand the presence of UNAMA throughout the country, the Mission intends opening six new provincial offices in Tirin Kot (Uruzgan province), Pul-i-Khumri (Baghlan province), Farah (Farah province), Sari Pul (Sari Pul province), Lashkar Gah (Helmand province), and Ghazni (Ghazni province).

Table 1
Total resource requirements (net)
(Thousands of United States dollars)

	2008			*Requirements for 2009*		*Variance analysis 2008-2009*	
	Appropriations	*Estimated expenditures*	*Variance*	*Total*	*Non-recurrent*	*Net requirements 2009*	*Variance*
Category of expenditure	*(1)*	*(2)*	*(3)=(1)-(2)*	*(4)*	*(5)*	*(6)=(4)-(3)*	*(7)=(4)-(6)*
Military and police personnel costs	1 079.6	1 040.4	39.2	1 225.7	—	1 186.5	146.1
Civilian personnel cost	44 890.8	53 707.6	(8 816.8)	76 363.6	—	85 180.4	31 472.8
Operational costs	30 098.3	31 600.5	(1 502.2)	90 567.1	35 403.4	92 069.3	60 468.8
Total requirements	**76 068.7**	**86 348.5**	**(10 279.8)**	**168 156.4**	**35 403.4**	**178 436.2**	**92 087.7**

Table 2
Staffing requirements

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Sub-total**	*Field/ Security Service*	*General Service*	**Total inter-national**	*National Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2008	1	2	1	7	24	68	72	21	**196**	97	17	**310**	173	1 060	43	**1 586**
Proposed 2009	1	2	3	8	28	102	104	57	**305**	123	22	**450**	257	1 334	59	**2 100**
Change	—	—	**2**	**1**	**4**	**34**	**32**	**36**	**109**	**26**	**5**	**140**	**84**	**274**	**16**	**514**

15. The total proposed staffing for UNAMA for the period from 1 January to 31 December 2009 is 2,100. The staffing complement would include 450 international staff, consisting of 305 Professional positions and 145 positions in the Field Service and General Service (Principal and Other levels) categories, 1,591 national staff, including 257 National Officers and 1,334 Local level staff, and 59 United Nations Volunteers. The proposal also includes 1 Military Adviser, 19 Military Liaison Officers, and 8 Civilian Police Advisers.

16. The proposed staffing for 2009 reflects an increase of 140 international positions (2 D-2, 1 D-1, 4 P-5, 34 P-4, 32 P-3, 36 P-2, 26 Field Service, and

5 General Service (Other level)), 358 national staff (84 National Officers and 274 Local level) and 16 United Nations Volunteers, including 2 upward reclassifications (P-5 to D-1 in the Analysis and Planning Unit, and P-2 to P-3 in the Personnel Section), 1 downward reclassification (P-5 to P-4 in the Medical Services Section), and the abolition of 1 United Nations Volunteer in the Personnel Section.

17. The staffing component of the regional and provincial offices for 2009 would include 1,235 positions, including the proposed increase of 368 positions at various levels as shown in the annex, section B, to the present report. The proposed staffing of the regional and provincial offices would also include 443 substantive positions, including 165 proposed substantive positions; 439 administrative positions, including 77 proposed administrative positions; and 353 security positions, including 126 proposed security positions.

18. The paragraphs below provide justification for the proposed staffing changes.

A. Office of the Special Representative of the Secretary-General for Afghanistan

Afghanistan Compact Coordination and Monitoring Unit

International staff: *Redeployment of one P-5, one P-4, and one P-3 to the newly established Analysis and Planning Unit*

National staff: *Redeployment of one National Officer to the newly established Analysis and Planning Unit*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Sub-total***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	1	1	1	—	**3**	—	—	**3**	1	—	—	**4**
Proposed 2009	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Change	—	—	—	—	**(1)**	**(1)**	**(1)**	—	**(3)**	—	—	**(3)**	**(1)**	—	—	**(4)**

19. The Afghanistan Compact Coordination and Monitoring Unit is primarily responsible for supporting the main policy coordination body for the Government of Afghanistan and the international community, the Joint Coordination and Monitoring Board. UNAMA is also leading a joint planning process with the Government of Afghanistan, ISAF and other partners to develop an integrated approach, bringing together the security, governance and development dimensions, to the implementation of the Afghanistan National Development Strategy. The work of the Board and joint planning can only be successful if it is underpinned by enhanced analytical and planning capacity.

20. In order to implement the Mission's sharpened coordination mandate under Security Council resolution 1806 (2008) and to formulate strategic priorities and policies, the Special Representative of the Secretary-General requires a function that would combine analytical, coordination and planning capacities within the Mission. Accordingly, it is proposed to merge the Joint Mission Analysis Centre, which

supports the analytical capacity of the Mission, with the Afghanistan Compact Coordination and Monitoring Unit. It is therefore proposed to redeploy all existing positions from both units to the newly established Analysis and Planning Unit. This will also reduce reporting lines and enhance mission coherence.

Analysis and Planning Unit

International staff: *Increase of one P-3 (new); reclassification of one P-5 to the D-1 level; redeployment of one P-5, one P-4, and one P-3 from the former Afghanistan Compact Coordination and Monitoring Unit; redeployment of one P-5, two P-4, one P-3, and one P-2 from the former Joint Mission Analysis Centre*

National staff: *Increase of one Local level (new); redeployment of one National Officer from the former Afghanistan Compact Coordination and Monitoring Unit; redeployment of two National Officers and six Local level from the former Joint Mission Analysis Centre*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Sub-total**	*Field/ Security Service*	*General Service*	**Total inter-national**	*National Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2008	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Proposed 2009	—	—	—	1	1	3	3	1	**9**	—	—	**9**	3	7	—	**19**
Change	—	—	—	**1**	**1**	**3**	**3**	**1**	**9**	**—**	**—**	**9**	**3**	**7**	**—**	**19**

21. The Security Council in its resolution 1806 (2008) requested that UNAMA lead the international civilian efforts to, among other tasks, promote more coherent international support to the Government of Afghanistan and the adherence to the principles of the Afghanistan Compact, and strengthen cooperation with ISAF. This central, impartial and coordinating role must ensure a political, integrated and delivery-oriented approach through its main forum, the Joint Coordination and Monitoring Board.

22. The resolution further stressed the need to strengthen the authority and capacity of the Joint Coordination and Monitoring Board as the main forum for joint policy formulation, problem solving and ensuring mutual accountability between the Government of Afghanistan and the international community. The Special Representative of the Secretary-General is therefore expected to bring new momentum and leadership to the Board and to further strengthen its ability to provide strategic oversight and coordinate strategic priorities, including through the creation of three standing committees that will cover three pillars of the Afghanistan Compact and the Afghanistan National Development Strategy: (a) governance, rule of law, and human rights; (b) security; and (c) social and economic development. These standing committees will follow up decisions of the Board and coordinate policy to enhance the delivery of the Strategy. The Analysis and Planning Unit will be required to support the work of each committee. This policy role complements and enhances the functions of the Board secretariat, as per its mandate under Council resolution 1746 (2007).

23. It is therefore proposed to establish the Analysis and Planning Unit to bring together the functions of two existing units, the current Afghanistan Compact Coordination and Monitoring Unit and the Joint Mission Analysis Centre. It is also proposed to redeploy their existing positions to the newly established Analysis and Planning Unit. Further and in view of this anticipated merger, an increased number of positions within the Unit is proposed to deliver the Mission's sharpened coordination mandate and to formulate joint strategic priorities and policies.

24. To underpin the work of the Joint Coordination and Monitoring Board and to support the Special Representative in leading an integrated approach that brings together the political, security and development dimensions, the Analysis and Planning Unit will require in-house analytical capacity, as well as increased staff capacity to coordinate information and to draw expertise available from within and outside the United Nations system. The existing staff proposed to be redeployed from the Joint Mission Analysis Centre will gather and collate security analysis, provide threat assessments for the use of the Mission and the Situation Centre of the Department of Peacekeeping Operations, and liaise with the Government of Afghanistan and NATO/ISAF on mapping the insurgency in support of both the Mission itself and the Board's Standing Committee on Security. This capacity for security analysis will be complemented by the capacity within the Unit to draw on the political and development pillars of UNAMA and outside agencies to coordinate analysis in support of the Standing Committees on Governance and on Development.

25. As part of the Office of the Special Representative of the Secretary-General, the Analysis and Planning Unit will therefore support the Special Representative in setting the general direction of the Mission and will also support the strategic coordination and monitoring functions of the Joint Coordination and Monitoring Board. The Unit will be located within the Office of the Special Representative to support his personal role of leading the international effort to assist the Government of Afghanistan as well as his role of co-chair of the Board, which remains the overarching coordination body between donors and the Government of Afghanistan. The Analysis and Planning Unit will be primarily responsible for: (a) providing analysis and strategic planning, taking into account existing critical challenges and opportunities in Afghanistan; (b) promoting an integrated approach, taking into account political, security and development dimensions, and liaising closely with the political and development pillars of the Mission, and regional and field offices; (c) fulfilling the duties of a Mission-wide analysis centre to support the Mission and the United Nations country team with timely and accurate analysis; (d) producing policy documents, background briefing papers, talking points and speeches for the Special Representative of the Secretary-General; and (e) providing analytical inputs to the Board. The Unit will also be responsible for the coordination of the Afghanistan National Development Strategy and the Paris Declaration priorities, maintaining coordination with senior government officials, senior diplomats and heads of diplomatic missions, donor agencies and NATO/ISAF.

26. In view of the above, it is proposed to reclassify an existing position at the P-5 level to the D-1 level to carry out duties as Chief of the Unit. The proposed position will be responsible for managing all aspects of the work of the Unit and will ensure: (a) timely, accurate and high-quality analytical information made available to the Special Representative of the Secretary-General; (b) strategic policy planning to determine policy priorities of the Joint Coordination and Monitoring Board; and (c) close liaison

with senior staff members of the Mission, senior government officials, heads of diplomatic missions and donor agencies, and other relevant counterparts.

27. It is also proposed to establish an additional position at the P-3 level to carry out duties as Coordination Officer. The proposed position will support the Board's Standing Committee on Security which is expected to issue joint policy direction and monitor progress at the national level. The proposed position will be responsible for: (a) preparing policy and options papers and commissioning external analysis and reviews on priority issues identified by the Senior Planning and Policy Support Officer; (b) providing support to the Standing Committee, preparing and facilitating weekly meetings in several areas, including proposed counter-insurgency group, regional security, national security planning, Afghan National Army, disbandment of illegal armed groups, and police reform to ensure timely follow-up and preparation of documentation, briefings and official communications for both Board co-chairs; and (c) overseeing any sub-working groups of the Standing Committee, including those previously under the Policy Action Group, such as the Security Operations Group, the Intelligence Fusion Group and the Counter-Narcotics Group; and (d) maintaining effective and regular contacts with all relevant national and international stakeholders involved with the work of the Standing Committee.

28. It is also proposed to establish an additional position at the Local level to carry out duties as Administrative/Language Assistant. The proposed position will be responsible for: (a) providing support for translation and interpretation work; (b) carrying out duties related to the administration of the staff/personnel within the Unit; (c) supporting the international staff on general administrative matters relating to visas, licences, and security; and (d) as and when required, providing interpretation, translation of documents from Dari (and possibly Pashto) to English and vice versa.

29. It is also proposed to redeploy all existing positions from the Afghanistan Compact Coordination and Monitoring Unit and the Joint Mission Analysis Centre to the Analysis and Planning Unit.

Human Rights Unit

International staff: *Increase of two new positions, one P-4 and one P-3*

National staff: *Increase of one National Officer (new)*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Sub-total**	*Field/ Security Service*	*General Service*	**Total inter-national**	*National Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2008	—	—	—	1	2	3	2	—	**8**	—	—	**8**	3	7	1	**19**
Proposed 2009	—	—	—	1	2	4	3	—	**10**	—	—	**10**	4	7	1	**22**
Change	—	—	—	—	—	**1**	**1**	—	**2**	—	—	**2**	**1**	—	—	**3**

30. In its resolution 1806 (2008), the Security Council extended and emphasized the mandate of the Human Rights Unit to include the monitoring of and reporting on the situation of civilians in armed conflict as well as the promotion of women's

rights, support to the Afghanistan Independent Human Rights Commission, and progress on the Action Plan on Peace, Reconciliation and Justice. The mandate is also extended to include supporting the implementation of human rights components of the Afghanistan Compact and the Afghanistan National Development Strategy and to the electoral process. The Human Rights Unit serves the crucial role of promoting and protecting human rights and supporting the Government of Afghanistan and the judiciary and civil society in creating a human rights compliant environment. To fulfil this mandate, the Unit undertakes field-based monitoring and reporting, conducts and designs trainings and awareness campaigns and develops strategic partnerships with international and national governments and non-governmental actors to promote respect and protection of human rights. Current capacity has proven insufficient to monitor and report on the situation of civilians in conflict as directed by the Security Council in its resolution 1806 (2008). The increasing complexity and scope of the conflict in Afghanistan also has multiplied demands on the Human Rights Unit. For example, the recent establishment of the inter-agency Afghanistan Protection Cluster reaffirms the need to have reliable and precise information on the impact of the conflict on civilians. The success of the Human Rights Unit in engaging international military forces in discussions about protection of civilian issues, including compliance with international humanitarian law, and the concomitant need to increase efforts to encourage all parties to the conflict to be compliant with international humanitarian law, requires dedicated staff, currently not available, and staff with expertise on protection of civilian issues. Internally, the prominence and visibility of protection of civilian issues has resulted in heavy reliance of UNAMA on the Human Rights Unit to produce timely and accurate reports to the Emergency Relief Coordinator, the Secretary-General and the Security Council and other United Nations mechanisms, as well as to Afghan-based mechanisms, such as the inter-agency Afghanistan Protection Cluster. With these increasing demands also comes the need to significantly augment guidance and support to human rights field staff. To respond to these increasing demands, the Human Rights Unit requires capacity dedicated to responding to the evolving situation at the level necessary.

31. It is therefore proposed to establish an additional position at the P-4 level to carry out duties as Human Rights Officer. The proposed position will be responsible for: (a) focusing on the protection of civilian issues; (b) assisting the Unit in better focusing and directing work in the area of the protection of civilian issues; (c) establishing the clear methodology and procedures necessary to produce reports quickly to meet the growing reporting demands; (d) participating in key forums at the national level, such as the inter-agency humanitarian country team and the Afghanistan Protection Cluster in order to promote protection of civilian issues and ensure coordinated and appropriate response; (e) working to institutionalize interaction with international military forces on the protection of civilian issues; and (f) providing technical advice to national partners, including AIHRC.

32. Integral to the increasing reporting demands on the Human Rights Unit is the necessity of better systematizing information. The absence of a database on protection of civilian issues has severely handicapped the ability of UNAMA to analyse and advocate on protection needs in conflict areas as well as to report to the Security Council on protection concerns. Cases of civilian casualties need to be categorized and tracked more systematically to enable quick and accurate analysis of patterns and trends, including the impact of the conflict on women, for reporting

and response purposes. With the recent addition of Afghanistan to countries to report on the effect of the conflict on children under Security Council resolution 1612 (2005), the implementation of which was emphasized for Afghanistan in paragraph 14 of Council resolution 1806 (2008), the necessity of a database to track such issues identified by field monitoring and to ensure its compatibility with other agencies' databases is all the more urgent. With current capacity, the Human Rights Unit is unable to develop databases or launch them in field offices rapidly in order to track other issues of current or emerging concern, such as freedom of expression cases or detention cases related to the National Security Directorate or transfers from international military forces custody. This lack of capacity hampers the ability of the Human Rights Unit to monitor and protect human rights as well as to advocate and advise partners and the Government of Afghanistan on human rights concerns and possible solutions.

33. It is therefore proposed to establish an additional position at the P-3 level to carry out duties as Database Manager. The proposed position will be responsible for establishing and maintaining a national database to track civilian casualties, concerns related to children in armed conflict which fall under Security Council resolution 1612 (2005), and the impact of the conflict on women. As part of the Mission's responsibilities to coordinate protection efforts under Security Council resolution 1806 (2008), the proposed position will also be responsible for supporting the work of the inter-agency Afghanistan Protection Cluster in cooperation with other information management capabilities. The proposed position will also be responsible for developing and launching databases on other issues of concern as necessary, working with the field offices to ensure operability.

34. With the expanding demands on the Human Rights Unit and strengthening of advocacy and outreach in order to successfully promote human rights, as requested by the Security Council in its resolution 1806 (2008), a need to ensure that the Unit is able to work closely with Afghan partners and to support Afghan civil society emerges. Afghan engagement, particularly through civil society, is critical to ensuring that human rights issues are given a prominent place on the political agenda.

35. It is therefore proposed to establish an additional position at the National Officer level to carry out duties as Senior Human Rights Assistant. The proposed position will be responsible for: (a) helping to articulate the relevance of human rights to the nation-building and transition process; (b) building upon existing partnerships and contacts with Afghan civil society to help them develop a cohesive agenda and assist them in contributing more effectively to national and international decision-making processes; (c) working with national level Afghan partners and support the field offices work with regional Afghan civil society; and (d) providing administrative support, including translation within the Unit.

Strategic Communications and Spokesperson Unit (formerly Office of the Spokesperson)

International staff: *Increase of three new positions, one P-5, one P-4, and one P-3*

National staff: *Increase of one National Officer (new)*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Sub-total***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	1	—	1	4	—	**6**	—	1	**7**	4	7	—	**18**
Proposed 2009	—	—	—	1	1	2	5	—	**9**	—	1	**10**	5	7	—	**22**
Change	—	—	—	—	**1**	**1**	**1**	—	**3**	—	—	**3**	**1**	—	—	**4**

36. The Strategic Communications and Spokesperson Unit is responsible for carrying out the public information work of the Mission and for providing the Mission's leadership with communications support and advice. It was established in line with paragraph 102 of the report of the Secretary-General of 18 March 2002 (A/56/875-S/2002/278) to carry out the Mission's public information work, including media relations, video and photo coverage, co-production of radio programmes, publications, and maintenance of the mission website. It supports the development of national media and works closely with a number of local media organizations, including national broadcaster Radio and Television Afghanistan. It also coordinates closely with both national and international communications partners.

37. The implementation of the mandate of UNAMA under Security Council resolution 1806 (2008) will require increased staff capacity in the areas of communication and outreach. The appointment of the Director of Communications is expected to advance the Mission's strategic communication objectives, as well as the coordination role of UNAMA with various United Nations bodies, the Government of Afghanistan, ISAF, and the international and national media. Currently, the Director of Communications acts in the capacity of Spokesperson. The proposed division of responsibilities will provide the Mission with sufficient capacity for strategic communication, in addition to the day-to-day functions of the Spokesperson.

38. The increase of additional news media is a major development in Afghanistan. Television stations have increased to 14, the number and categories of newspapers have increased mainly in Kabul, including 5 State-owned, 6 politically linked, and 16 independent. There are more than 80 radio stations and more than 30 television stations operating in the country. Television is the most widely consumed media in urban areas, while radio is the critical source of information in poorer rural areas. Television and radio are key media in reaching out to the national audience in a country where over 70 per cent of the adult population is illiterate. International attention on Afghanistan has also increased tremendously in the past year.

39. In view of the above and to allow UNAMA to meet these increasing demands and to provide information more strategically to mobilize national and international

support to advance the Mission's activities and objectives, it is proposed to establish the following additional positions within the Strategic Communications and Spokesperson Unit:

(a) Spokesperson: at the P-5 level, the proposed position will assist the Director of Communications (at the D-1 level) to prioritize the strategic communications and coordination of the Mission. The proposed position will be responsible for: (i) raising awareness of core thematic areas within the context of the Mission's information strategy and for managing daily communications and media engagements of the Special Representative of the Secretary-General, and under his supervision serving as the principal liaison between the Special Representative and local and international media; (ii) conducting interviews and press briefings; and (iii) responding to daily media enquiries and maintaining media relations;

(b) Chief Media Producer: the Mission intends to enhance its capacity to work with television and other electronic media. Currently, the only electronic media position for the Unit is a Television Producer at the P-3 level. In view of Afghanistan's current and evolving context of a threefold increase in television channels since 2005, an increasingly politicized media environment with elections due in 2009 and 2010, and in the context of ongoing propaganda war among military and insurgency actors, it is proposed to establish an additional position at the P-4 level. The proposed position will enable UNAMA to devote adequate attention to media issues and expand media production capacity to effectively reach out to national audiences. The proposed position will be responsible for: (i) supervising the Media Production Unit (television and radio) and ensuring television and radio coverage; (ii) overseeing the production of television and radio programmes and devising appropriate national and international distribution systems for the Mission's video and audio products; (iii) taking the lead in strategic planning, development and implementation of large-scale, complex television and radio communication campaigns; (iv) providing raw footage and exercising editorial judgement over television and radio productions; and (v) identifying sources of funding for programmes and building partnerships with key media organizations and network with information networks;

(c) Public Information Officer for Outreach: currently, the Office of Communication and Public Information has limited capacity to reach out to provinces with its media activities. The Mission requires increased staff capacity to conduct outreach activities in all parts of the country to meet the commitments made under the Mission's renewed mandate. Past media visits to regional offices have shown that public outreach efforts on the ground can be crucial in gaining public support for the work of the Mission in the region, thus contributing to achieving the Mission's overall objectives. Increased staff capacity will ensure required public visibility outside the capital, in particular to sufficient media visits to the regions on a regular basis. UNAMA has recruited three National Public Information Officers for three regional offices (southern, eastern, and central highlands regions) and is currently in the process of recruiting officers for the rest of the regions. As these National Public Information Officers act as sole public information specialists in their regional offices and work with minimal supervision, it is essential to provide strategic guidance and regular trainings and mentoring from the Office of Communication and Public Information at headquarters. It is therefore proposed to establish one additional Public Information Officer for Outreach, at the P-3 level.

The proposed position will be responsible for: (i) providing training and guidance to the National Public Information Officers in the regional offices; (ii) supervising the production of specific information materials focused on particular regions (regional newsletters on the work of United Nations system agencies); (iii) organizing regular media visits and other United Nations-related outreach activities; (iv) serving as the interface between the Mission's strategic communication and its outreach activities at the regional, provincial and district levels; (v) researching and analysing public discourse issues and advising the Director of Communications and the Spokesperson on new developments; (vi) gathering information from diverse sources to assess potential impact for all regions; (vii) preparing various information products targeted for regional audiences; (viii) identifying key contacts/constituencies and opportunities for strategic partnerships in the regions; (ix) conducting weekly visits to the UNAMA regional offices and other locations to organize media visits, seminars, press briefings; and (x) providing interviews and briefings to national and international media representatives located outside Kabul;

(d) Radio Producer/National Public Information Officer: it is also required to reach out to the majority of the country's population, mainly illiterate and living in poor rural areas with no access to television, where radio has become the principal source of information. Currently, there are more than 80 radio stations operating in the country, which are the most important media source of information for most Afghan nationals. It is therefore proposed to establish an additional position at the National Officer level. The proposed position will be responsible for: (i) supervising the production of radio programmes; (ii) co-producing radio programmes in cooperation with Afghan media (State and non-State owned), and with the United Nations and other organizations; (iii) working with Public Information Officers and counterparts in United Nations system agencies and national institutions to provide raw audio material; (iv) initiating new radio projects; (v) preparing printed rundowns, scripts, direct programmes, and solving production problems; and (vi) exercising editorial judgement over radio production in coordination with the Chief Media Producer.

Security Section

International staff: *Increase of 13 new positions, 1 P-5, 1 P-3, 2 P-2, and 9 Field Service/Security*

National staff: *Increase of 30 Local level (new)*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	—	2	5	3	**10**	27	—	**37**	—	120	2	**159**
Proposed 2009	—	—	—	—	1	2	6	5	**14**	36	—	**50**	—	150	2	**202**
Change	—	—	—	—	**1**	—	**1**	**2**	**4**	**9**	—	**13**	—	**30**	—	**43**

40. The Security Section is primarily responsible for ensuring the safety and security of United Nations staff and assets in the Mission area. The Section also provides security evaluation and analysis and designs security training programmes.

The Section reports to the Department of Safety and Security Chief Security Adviser.

41. The Section's Security Information and Operations Centre is under the supervision of the Chief Security Adviser, within the Integrated (Department of Safety and Security/Department of Peacekeeping Operations) Safety and Security Management System in the country. At the time of formalizing the Security Information and Operations Centre structure in 2005, the average monthly number of security incidents countrywide was approximately 60. The structure of the Centre's Information Analysis Cell was set to handle this frequency and to absorb predicted increases over time. By May 2008, however, the average monthly security incidents had risen to 570, a tenfold increase. By the end of June 2008, the number of security incidents had risen to over 900. Further, since the initial establishment of the Centre, regional conflicts which impact on Afghanistan have been added to the Centre's area of responsibility.

42. It is therefore proposed to establish one additional position at the P-5 level to carry out duties as Senior Information Analyst. The proposed position will be responsible for: (a) developing and further refining information analysis processes and systems, including the introduction of a world-class new database running on iBASE, to support a software programme called Analyst's Notebook; (b) developing a new secure share drive for the Security Information and Operations Centre in collaboration with the Mission's Communications and Information Technology Section; (c) liaising directly with senior Mission management on a regular basis; (d) preparing all strategic-level papers, assessments and briefings on security-related issues for the Mission and conducting one-on-one briefings to visiting dignitaries, ambassadors and delegations from the statutory commissions on a weekly basis; (e) managing information exchange with ISAF and Operation Enduring Freedom forces on the Joint Staff-Section 2 level as well as with host country agencies; and (f) developing information management and analysis training for all Department of Peacekeeping Operations missions globally and, in this connection, travelling annually to the United Nations Logistics Base at Brindisi, Italy, to present a two-week training package to approximately 20 information analysts from a variety of Missions.

43. With the impending increase of close protection tasks, there is also a need for enhanced coordination with the Romanian and UNAMA Close Protection Teams. It is therefore proposed to establish one additional position at the P-3 level to carry out duties as Personal Protection Officer. The proposed position will be designated as a close protection coordinator, following the advice of the Security Assessment Team of the Department of Safety and Security-Headquarters.

44. It is also proposed to establish two additional positions at the P-2 level to carry out duties as Security Officer and as Information Analyst, in view of the deteriorating security situation in the country. The proposed positions will be responsible for performing security incident reports, security analysis, threat advisories, topic assessments, and for developing operational contingency plans and standard operating procedures.

45. In order to reinforce the current manpower to protect VIP visitors, thus creating some depth to the Mission's current Close Protection resources, following the advice of the Security Assessment Team of the Department of Safety and

Security-Headquarters, it is proposed to establish nine additional positions in the Field Service category to carry out duties as Close Protection Officers.

46. Further, also in view of the deteriorating security situation in the country, it is proposed to establish 30 additional positions at the Local level. The proposed positions will perform duties as security guards and will be deployed as follows: (a) 12 officers within the United Nations Operations Centre in Afghanistan compound; (b) 8 officers within Compound B; (c) 9 officers to the Afghan Military Base at the Kabul International Airport; and (d) 1 officer to carry out duties as Security Assistant in the Security Investigation Unit at headquarters in Kabul.

B. Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (Pillar I)

Office of the Deputy Special Representative of the Secretary-General (Political Affairs)

National staff: Increase of one P-4 (new)

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	1	—	—	—	1	1	1	**4**	—	1	**5**	—	1	—	**6**
Proposed 2009	—	1	—	—	—	2	1	1	**5**	—	1	**6**	—	1	—	**7**
Change	—	—	—	—	—	**1**	—	—	**1**	—	—	**1**	—	—	—	**1**

47. The Office of the Deputy Special Representative of the Secretary-General for Political Affairs (Pillar I) is primarily responsible for: (a) political analysis of the constantly changing environment within Afghanistan; (b) frequent liaison with the expanding international presence of embassies, NGOs and international observers in Afghanistan with regard to political issues, military issues as well as advisory and coordination of police efforts and rule of law, the latter through the Provincial Justice Coordination Mechanism; and (c) coordination of key priorities within the Mission and with Headquarters in New York.

48. The Mission's political work includes, inter alia, (a) collaboration with the presidency, key ministries and key international players on sensitive issues such as political outreach, stabilization, national reconciliation and appointments; (b) coordination of key stakeholders on the Joint Coordination and Monitoring Board's three standing committees (security, governance, and economic and social development) to mobilize support for and monitor the implementation of the priorities of the Afghanistan National Development Strategy as defined at the Paris Conference in 2008; (c) cooperation with Afghan and international partners as well as ISAF on the counter-insurgency strategy in the Policy Action Group and in forums established to plan for an integrated approach to stabilization and development across the country; (d) the multidimensional and highly political issue of reforming key ministries; (e) peacebuilding and conflict resolution to maintain momentum towards the disbandment of illegal armed groups and the prevention of

violence in all its forms; (f) efforts towards a more coherent internationally accepted strategy towards Afghanistan. The work entailed in addition to the reporting and liaison requirements for each of these areas is daunting for the existing staff of the Office who direct and support this work. Further, as the security and political situation in Afghanistan is expected to remain volatile and the expectations by the international community to deliver the strengthened mandate of the Mission as stipulated in Security Council resolution 1806 (2008) will continue, the demands on the Office will continue to be high in the coming years.

49. In view of the Mission's sharpened mandate and the new priorities arising from Security Council resolution 1806 (2008), the UNAMA headquarters and the regional and provincial offices are required to work and cooperate even more closely under a coherent strategy. This requires the reinforcement and systematization of interaction with the integrated regional and provincial offices and in particular the strengthening of coordination between substantive offices and their counterparts in the field. The Mission therefore plans to have 8 regional and 15 provincial offices, in turn creating a significantly larger field network tasked with various functions in the areas of political affairs, human rights, development, governance, humanitarian affairs and the rule of law.

50. In order to secure proper managerial guidance and information flow to and from this field network, it is proposed to establish an additional position at the P-4 level to carry out duties as Field Liaison Officer. The proposed position will be responsible for: (a) acting as the primary substantive focal point responsible for channelling substantive policy guidance and essential information from the respective Mission headquarters pillar to relevant field-based staff; (b) coordinating with counterparts in the field with a view to improving coordination and information flow between the field and the pillar; and (c) providing support to the monitoring of the benchmarks of the Afghanistan Compact and the Afghanistan National Development Strategy at the provincial level.

Political Affairs Division

International staff: Increase of six new positions, one D-2, one P-5, two P-4, and two P-3

National staff: Increase of five new positions, three National Officers and two Local level

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	1	1	4	2	—	**8**	—	1	**9**	5	9	2	**25**
Proposed 2009	—	—	1	1	2	6	4	—	**14**	—	1	**15**	8	11	2	**36**
Change	**—**	**—**	**1**	**—**	**1**	**2**	**2**	**—**	**6**	**—**	**—**	**6**	**3**	**2**	**—**	**11**

51. The priorities of the Political Affairs Division are: (a) providing political advice and assistance to the Government of Afghanistan; (b) providing good offices; (c) carrying out political outreach and reconciliation activities; (d) supporting the Special Representative of the Secretary-General in promoting regional cooperation

as well as civil-military coordination, particularly with ISAF; and (e) overseeing assistance to the electoral process.

52. In its resolution 1806 (2008), the Security Council expressed concern about the security situation in Afghanistan, in particular the increased violence by terrorist groups, illegal armed groups, criminals and those involved in narcotics trade. In this connection, the Council requested that UNAMA provide political outreach and good offices to support, if requested by the Government of Afghanistan, the implementation of Afghan-led reconciliation programme, within the framework of the Afghan Constitution and with full respect of the implementation measures introduced by the Security Council in its resolution 1267 (1999) and other relevant resolutions of the Council. The proposed enhancement of the Political Affairs Division is aimed at strengthening its capacity to respond more effectively to increasing demand to address growing security and political challenges in the country. The objective of this enhanced structure is to strengthen the Mission's ability to address priority areas and better serve the current political agenda.

53. The Political Affairs Division will continue the Mission's role of providing high-level political advice to the Government of Afghanistan, engaging with key leaders from across the political spectrum, parliamentary affairs and political parties, security coordination, security sector reform, the disbandment of illegal armed groups, conflict resolution and extension of government authority Given the forthcoming electoral calendar, the Division will also cooperate closely with the Electoral Support Unit. In order to achieve the Mission's mandate for cooperation with ISAF, the Division will provide political advice through the Special Representative of the Secretary-General and the Military Affairs Unit. The Division will also provide focal points responsible for the political aspects of governance, development and rule of law, counter-narcotics efforts and the counter-insurgency campaign, and will retain responsibility for directing the work of two expanded liaison offices, in Islamabad and Tehran, as well as for the Mission's work on regional cooperation, for which it will focus on political dialogue, including on security issues, confidence-building measures, cross-border stabilization and development initiatives, and bilateral and multilateral economic cooperation. In the latter field, the Division will cooperate closely with the Afghanistan National Development Strategy Support Unit.

54. The portfolio of the Deputy Special Representative of the Secretary-General for Political Affairs will be focused on ensuring political outreach is followed by an institutional response, improved police, rule of law and governance. The position will also be the focal point for civil-military cooperation, political-military responses to the insurgency and priority-setting with the field, including joint planning exercises with the Government of Afghanistan and with international military forces, including ISAF. In view of the scale of the Mission's current mandate, neither the Special Representative of the Secretary-General nor his Deputy for Political Affairs has scope to give sustained, high-level attention to achieving nor sustaining domestic political consensus on key issues related to outreach, elections, stabilization and ultimately reconciliation in the context of successful counter-insurgency. It is therefore proposed to establish an additional position at the D-2 level to carry out duties as Director of the Political Affairs Division. The proposed position will facilitate the Mission's higher-level dialogue with key national Afghan leaders from the political, community and tribal elite at this critical period. It will also allow for a more acceptable span of control over sensitive and at

times volatile issues. The need for a political solution has now been recognized by the Government of Afghanistan and key international stakeholders as a top priority. In this context, dialogue with principal political forces, leaders of ethnic groups, major political figures in the Government of Afghanistan, leaders of the political parties, as well as members of the international community to support an Afghan-led peacebuilding process requires enormous attention from the Mission. Further, the political dialogue over the next two years will likely be as crucial to the future of this transition as in any period since the Bonn Conference. The proposed position will also serve to raise the level of assistance provided to the Special Representative of the Secretary-General and his Deputy for Political Affairs in strengthening coordination mechanisms and developing coherent policies and strategies to assist the Government of Afghanistan, as mandated by the Security Council in its resolution 1806 (2008). The proposed position will also have joint responsibility for political affairs and the electoral component as well as for any emerging capacity for support to government-led reconciliation. This impartial and reconciliation role would ensure a political, integrated and delivery-oriented approach.

55. The following additional positions are also proposed to be established within the Political Affairs Division:

(a) Senior Political Affairs Officer: at the P-5 level, the proposed position will be responsible for: (i) expanding and sustaining the political outreach agenda and supporting the Afghan-led reconciliation efforts and internal political reporting and analysis; (ii) convening regular meetings on these issues as a focal point for the international community and providing daily guidance and support to UNAMA officers working on these issues in the Mission's field offices; (iii) supervising a team responsible for acting as a centre for information and providing monthly updates and strategic coordination to UNAMA regional offices on political outreach activities; and (iv) assisting in strengthening cooperation with ISAF at all levels throughout the country, in accordance with the respective mandates of ISAF and UNAMA and facilitating timely exchange of information and ensure coherence between the activities of national and international actors engaged in the field of political outreach;

(b) Political Affairs Officer for Political Outreach/Reconciliation: at the P-4 level, the proposed position will be responsible for: (i) engaging in all aspects related to political outreach that relate to national reconciliation initiatives; (ii) tracking groups opposed to national reconciliation or engaged in armed conflict; (iii) providing support to the work of Afghan-led national reconciliation process and strengthening the peace programme; (iv) reporting on the reconciliation process particularly as it pertains to the Consolidated List, established under Security Council resolutions 1267 (1999) and 1735 (2006); (v) assessing the trends which might affect the political situation and the political impact on reconciliation activities, such as refugees, counter-narcotics, and control of natural resources and providing/recommending solutions and possible actions; and (vi) providing political advice and playing a key role in liaising with the Security Management Team, local government leaders and principals actively involved in reconciliation issues;

(c) Political Affairs Officer for Political Outreach/Stabilization: at the P-4 level, the proposed position will be responsible for: (i) close cooperation with government, community and international actors required for political outreach to succeed, planning and supporting outreach at provincial and district levels; (ii) close monitoring of trends within the insurgency, which create opportunities for outreach, institutional response or reconciliation; (iii) mapping political dynamics within individual provinces and districts with a view to determining the best strategy for achieving stability; (iv) maintaining close collaboration with UNAMA field offices according to priorities set by the Mission leadership; (v) calibrating stabilization activities to the changing nature of the armed conflict in Afghanistan, in close collaboration with the Analysis and Planning Unit, carrying out work in support of the implementation of Security Council resolution 1735 (2006) by identifying individuals and entities participating in the financing or support of acts or activities of Al-Qaeda and the Taliban using proceeds derived from illicit cultivation, production and trafficking of narcotics and their precursors; and (vi) providing early warning advice and strategic guidance on ways to counter the insurgency and improve cooperation on Security Council resolution 1267 (1999) to the Director of the Political Affairs Division and the Division at large;

(d) Political Affairs Officer/Islamabad: the workload of UNAMA Islamabad Office is expected to increase given the priority assigned to addressing regional cooperation in the UNAMA mandate. This workload will exceed the capacity of the single international staff member currently in the office, who engages in political and security monitoring, analysis and reporting on locations over 1,000 kilometres apart, working on developing multilateral coordination initiatives and mechanisms to strengthen the international community response to the Pakistan-Afghanistan relations and border stability, liaising with embassies and the Government of Pakistan, providing advocacy with the international community in Pakistan on initiatives to help to build trust and confidence between Pakistan and Afghanistan, and heading the Office and the many mission support activities it carries out. In this connection, at the P-3 level, the proposed position will support the activities carried out by the Liaison Office in Islamabad to enable the head of the Liaison Office to dedicate adequate time to coordinate existing initiatives, as well as to develop new initiatives to promote regional efforts in support of a stable and prosperous Afghanistan;

(e) Political Affairs Officer/Tehran: the Mission's sharpened mandate stresses the need to support regional cooperation to work towards a stable and prosperous Afghanistan. It remains important for all of Afghanistan's neighbours to renew their common stakes in the success of the process and develop mutual confidence in each others' commitment to a stable and prosperous Afghanistan. There is still urgent need to further strengthen institutional capacities of the Government of Afghanistan to conceive, formulate and implement regional projects. The Government of Afghanistan, as well as Governments of neighbouring countries, have accepted the need for a stronger role of UNAMA in coordinating regional and international efforts with respect to rebuild Afghanistan and improve the security environment in the entire region. As outlined in the Mission's mandate and as defined by previous Security Council resolutions, UNAMA has been tasked to support regional cooperation in order to work towards a more stable and prosperous Afghanistan. With the recommitment of the Government of the Islamic Republic of Iran to support this process, a strengthened UNAMA presence in Tehran is required. In this connection, a proposed position at the P-3 level will be responsible for (i) monitoring and analysing developments in the neighbouring countries through the prism of their impact on the situation in Afghanistan; (ii) analysing and reporting on the state of relations between Afghanistan and each of its neighbours;

(iii) contributing to the efforts of UNAMA in facilitating dialogue and confidence-building measures between Afghanistan and its neighbours; (iv) assisting the Political Affairs Division in promoting a capacity-building project in the Ministry of Foreign Affairs' Regional Cooperation Department, on which UNAMA and UNDP are jointly working; (v) assisting in Farsi and English media monitoring, the translation of news articles, translation during meetings and visits as required in the coverage of related international events, conferences and seminars; (vi) providing regular updates to United Nations system agencies in the Islamic Republic of Iran; (vii) developing a databank on the Islamic Republic of Iran and Afghanistan; and (viii) maintaining communication with the Government of the Islamic Republic of Iran, NGOs, Afghan communities, and civil societies in the Islamic Republic of Iran;

(f) National Political Affairs Officers: at the National Officers level, the duties and responsibilities of the proposed three positions will include: (i) expanding interaction with regard to information collection and analysis of the insurgency in the insurgency-affected areas; and (ii) focusing on the political outreach and reconciliation issues, including travelling to related provinces and maintaining communication with the major political players in the field, including disaffected actors. Two of the proposed positions will be deployed to the Liaison Offices in Tehran and Islamabad to provide support to these offices and assist in local language and English media monitoring, translation of news articles, translation during meetings and visits as required in the coverage of related international events, conferences and seminars;

(g) Political Affairs/Administrative Assistants: at the Local level, the proposed two Political Affairs/Administrative Assistants will be responsible for: (i) providing translation and interpretation support, travel and logistical arrangements, communication between the field and the Political Affairs Division, and providing assistance with the organization of peace jirgas and tribal liaison, which are considered critical to the sharpened political outreach agenda and need for an increased flow of information on all political outreach activities in the Division; (ii) overall functions related to staff/personnel administration within the unit, dealing with all administrative and logistically related issues; and (iii) when required, providing accurate language interpretation in meetings with partners and other interlocutors and translating documents.

Governance Unit

International staff: *Increase of two new positions, one P-4 and one P-3; redeployment of one P-5 and two P-4 from the former Institutional Development and Governance Unit (now Afghanistan National Development Strategy Support Unit)*

National staff: *Redeployment of one National Officer from the former Institutional Development and Governance Unit (now Afghanistan National Development Strategy Support Unit)*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Proposed 2009	—	—	—	—	1	3	1	—	**5**	—	—	**5**	1	—	—	**6**
Change	—	—	—	—	**1**	**3**	**1**	—	**5**	—	—	**5**	**1**	—	—	**6**

56. The Governance Section is currently within the Governance and Development Unit of Pillar II at headquarters in Kabul and it is primarily responsible for carrying out governance and development functions.

57. In its resolution 1806 (2008), the Security Council requested UNAMA and the Special Representative of the Secretary-General to support efforts, including through the Independent Directorate for Local Governance, to improve governance and the rule of law and to combat corruption, in particular at the subnational level, and promote development initiatives at the local level with a view to helping to bring the benefit of peace and deliver services in a timely and sustainable manner. In the resolution the Council also clearly identified governance as an important component of the Mission's mandate and identified the Independent Directorate for Local Governance, as the relevant counterpart. Governance issues were also significantly highlighted at the Paris Conference of June 2008, with a request from the international community to the Government of Afghanistan to address the growing problem of in-government institutions. Similarly, the public at large has been calling for accountability and auditing of programmes and budgets. At the subnational level, lack of clarity regarding the roles and responsibilities of different government bodies, coupled with slow reform efforts, have limited the role of the State in delivering social services to the rural population. In addition, poor governance had contributed to a deterioration of security because subnational institutions did not perform their traditional role of providing services and thus gaining the trust of the local populations.

58. In view of the need to strengthen international efforts to support the Government of Afghanistan in improving governance, the Mission intends to transfer the governance portfolio to Pillar I (Political affairs) in order to ensure synergies between political outreach, institutional outreach and the rule of law. The focus on governance has become more necessary than ever, especially as elections in the country approach in 2009. UNAMA will therefore be required to provide an immediate focus on establishing and strengthening institutions at subnational levels and improving the degree of accountability at all levels. It is therefore proposed to redeploy four positions to the Governance Unit, one P-5 (Senior Coordination

Officer), two P-4 (Governance Officers), and one National Officer (National Governance Officer) from the former Institutional Development and Governance Unit (now Afghanistan National Development Strategy Support Unit).

59. It is also proposed to establish the following additional positions within the Governance Unit:

(a) Governance Officer: at the P-4 level, the proposed position will be responsible for: (i) carrying out duties as the principle UNAMA interlocutor with the Independent Directorate for Local Governance and Afghanistan Subnational Governance Programme; (ii) ensuring the Mission's contribution to the Programme and ensuring smooth coordination between the Independent Directorate for Local Governance and UNAMA; (iii) carrying out duties as focal point with the Independent Administrative Reform and Civil Service Commission; (iv) in order to support the Independent Commission in implementing the Public Administrative Reform, analysing the impact of Public Administration Reform efforts on the effectiveness of institutions at the subnational level; and (v) carrying out duties as expert on auditing and accountability, including providing advice to the Mission's senior management on ways auditing and accountability could be improved in government institutions;

(b) Governance Officer: at the P-3 level, the proposed position will be responsible for: (i) supporting the Governance Officer in the field and ensuring guidance is provided in a timely manner; (ii) ensuring that Governance inputs from the regional and provincial offices are addressed with the concerned Government authority; and (iii) supporting the team leader in covering meetings, compiling information and meeting reporting requirements.

Rule of Law Unit

International staff: Increase of four P-4 (new)

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	1	1	3	—	—	**5**	—	—	5	2	4	—	**11**
Proposed 2009	—	—	—	1	1	7	—	—	**9**	—	—	9	2	4	—	**15**
Change	**—**	**—**	**—**	**—**	**—**	**4**	**—**	**—**	**4**	—	—	**4**	—	—	—	**4**

60. The Rule of Law Unit has played a key role in supporting the development of a strategic approach for the justice sector, acting as an intermediary between donors, international agencies and as an adviser to the justice institutions and the Special Representative of the Secretary-General, brokering donor support, and enhancing the coordination of donor efforts. The position of UNAMA as neutral arbiter, as opposed to implementing partner, has also assisted in facilitating donor, international non-governmental and national coordination and joint planning. The International Coordination Group for Justice Reform initiated by the UNAMA Rule of Law Unit, played a key role in organizing the international Justice Reform Conference in Rome in 2007 where $360 million were pledged for justice reform. The Unit has also been

effective in facilitating more coherent United Nations system approaches and information-sharing on justice/corrections issues. At the headquarters in Kabul, the Unit is primarily responsible for issues related to institutional capacity-building, judicial reform, law reform, criminal justice reform (including counter-narcotics, and anti-corruption), access to justice and legal aid, traditional justice, bar associations, training and corrections.

61. With the Afghanistan Compact's focus on human rights, rule of law and governance, the Mission's attention and resources are required to ensure that the Compact's goals are achieved in these critical areas for which the strengthening of the role of the Rule of Law Unit at headquarters level is necessary to provide high-level coordination in support of national actors, planning and monitoring of reform efforts, and the development of coherent approaches to the critical issues in the rule of law area at the political and technical levels.

62. The presence of UNAMA in the regions will be at the heart of its future work in promoting the rule of law. Owing to its pre-existing infrastructure and relationships in the provinces, supporting a rule of law presence in the field is a role that only UNAMA can play at this time. It is therefore essential that the judicial strategic and policy level coordinating and monitoring capacity of the Rule of Law Unit be extended to the provinces, and its coordination and strategic development capacity for corrections issues be expanded to the regional level. This enhanced field presence will enable UNAMA to provide more effective support to regional initiatives directed at building the capacity of the justice institutions, while also ensuring greater inter-agency cooperation, and improved synergy among United Nations system agencies and other justice sector actors in the regions. In addition, such a presence will enable the Unit to reliably monitor and support critical reform issues at the subnational level, which will in turn facilitate more effective implementation of reform efforts undertaken by the central government. The Mission's field presence will strengthen the ability of the Unit at headquarters to provide substantial support and informed guidance to the national institutions of justice and the Government in the monitoring of the Compact benchmarks.

63. At headquarters level, the primary responsibilities of Rule of Law Officers will be to: (a) observe and analyse the impact of reforms in the justice sector and provide relevant advice to the Special Representative of the Secretary-General and his Deputies, including technical analysis of justice issues with political implications; (b) support the establishment of an effective mechanism for overseeing the implementation and monitoring of the Afghanistan Compact's objectives related to rule of law and justice reform, including in the transitional justice area in close collaboration with human rights; (c) support the national institutions of justice, particularly the Ministry of Justice in its role of Chair of the Justice Coordination Group, in the development of coherent approaches to strategic planning and judicial reform; (d) serve as a centre for information, technical analysis and reporting, and broker coordinated and coherent approaches of international donors and actors in the justice system, including at the regional level; and (e) facilitate coordinated discussions and approaches through the UNAMA/United Nations country team on justice reform, including sensitive issues such as traditional justice and support United Nations agencies in strengthening justice programmes and mobilizing donor funding to support rule of law initiatives.

64. At the Paris Conference in July 2008, progress in the rule of law was defined as being one of the keys to progress in Afghanistan, and a means of helping to increase

the confidence of Afghans in their Government and its institutions. Supporting such progress and the coordination of international efforts and all relevant stakeholders in the field of rule of law, particularly at the subnational level, is one of the key priorities of the Mission.

65. Rule of law activities in Afghanistan are varied and multifaceted, involving several national institutions (Ministry of Justice, Ministry of the Interior, Supreme Court, and Attorney General), diverse justice mechanisms (the formal and informal, or "traditional", justice mechanisms), and a multitude of donors and implementing partners. This requires a strong capacity in the Rule of Law Unit to assess the impact of these initiatives on judicial institutions, and recommend a course of action to improve the strength of these activities, their impact and the coherence with other activities. It is therefore proposed to establish two additional positions at the P-4 level to carry out duties as Judicial Reform Officers. The proposed positions will be responsible for: (a) providing guidance, support and a reporting structure to provide informed and reliable assessments of Afghanistan's justice reforms; (b) assisting and advising the three Afghan justice institutions to build their national capacity, especially in the field of inspection units; and (c) carrying out overall supervision and functioning of the field programme, direction and management of information and analysis, and report writing for national and international dissemination.

66. The situation in Afghanistan's correction institutions and penitentiaries remains dire, with several protests by detainees erupting in some of the larger detention centres in the country through 2008. As in other areas of the justice and rule of law sectors in Afghanistan, correction reform activities are often uncoordinated, follow different standards, and infrastructure efforts are often not coupled with capacity-building activities. It is therefore proposed to establish an additional position at the P-4 level to carry out duties as Anti-Corruption Officer. The proposed position will be responsible for: (a) providing guidance, support and a reporting structure to provide informed and reliable assessments of Afghanistan's justice reforms and anti-corruption efforts; (b) assisting and advising the three Afghan justice institutions to build their national capacity, especially in the field of fighting corruption; and (c) carrying out overall supervision and functioning of the field programme, direction and management of information and analysis, and report writing for national and international dissemination.

67. The relationship between a functioning corrections system and the judicial and police systems in terms of the establishment of rule of law is well understood. Past experiences in peacekeeping operations have repeatedly shown that failure to support the strengthening of the corrections systems has been detrimental to the reform of both the police and judicial systems.

68. Since 2002, the UNAMA Corrections Adviser has played a critical role in supporting the adoption of a strategic approach to the reform and reconstruction of the prison system. Acting as an expert adviser to senior government officials and the Mission, this role has given emphasis to brokering donor support, facilitating coordination of donor efforts, building the strategic capacity skills of senior prison officials through involvement in the development of the national prisons strategic plan, reform of penitentiary legislation, development of policy and administrative reforms, development of training, facilitation of the complex process of transferring the Central Prison Department from the Ministry of Interior to the Ministry of Justice, and more recently supporting the Ministry of Justice Consultative Working Group on Prisons and

Detention Centres and the four sub-working groups. To date, most of these reform activities have taken place centrally. However, as the reform process progresses beyond this centrally driven strategic development phase, regional coordination and implementation of the national reform processes becomes critical. At present there is inadequate capacity to either coordinate or support the implementation activities at the regional level.

69. Further, the current position has no backup. Afghan authorities have expressed concern about the disruption of programme activity that results from the regular legitimate absences of the incumbent. They have also expressed concern about the disruption to programme consistency that results from the frequent exchange of incumbents who are appointed as "experts on mission" from active government service of Member States and rotated every 12 months. It is therefore proposed to establish an additional position at the P-4 level to carry out duties as Corrections Adviser. Along with two "experts on mission", the proposed position will be responsible for providing leadership and continuity for the Mission in promoting prison reform and rehabilitation; and for coordinating the implementation of the outcomes of the Consultative Working Group and subgroups in the 35 provincial prisons, including facilitating development of proposals for the refurbishment of prisons in coordination with provincial reconstruction teams, supporting the development and implementation of a national training framework, development and implementation of accountability and oversight mechanisms, other administrative reforms, and integration of donor and reform initiatives with police and judicial reform efforts. It should be noted that donor engagement has proved time-consuming and difficult in this sector but will be critical to the ongoing establishment and stabilization of the system. In order to support the provisions of the Afghanistan National Development Strategy and the Afghanistan Compact, as well as the anticipated increase in police and judicial (rule of law) support in both Kabul and the regions, it is proposed that three additional corrections positions be allocated. These positions would be centrally based.

Election Support Unit

International staff: *Increase of six new positions, one P-5, two P-4, two P-3, and one P-2*

National staff: *Increase of three new positions, two National Officers and one Local level*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Proposed 2009	—	—	—	—	1	2	2	1	**6**	—	—	**6**	2	1	—	**9**
Change	—	—	—	—	**1**	**2**	**2**	**1**	**6**	—	—	**6**	**2**	**1**	—	**9**

70. UNAMA is an integrated political mission with a political mandate and as such has developed expertise in providing political direction, conflict mitigation/resolution and high-level representation. It will give overall political direction and provide overall guidance for the United Nations on electoral matters. All election activities will be conducted under the overall authority of the Special Representative of the Secretary-

General. In addition to providing oversight and guidance to the overall electoral process, UNAMA will have the specific political tasks of:

(a) Political rights verification through the Human Rights and the Political Affairs Units in coordination with AIHRC;

(b) Disbandment of illegal armed groups vetting through the assistance of the Human Rights and the Political Affairs Unit's assistance in providing information as required to the vetting mechanism and assistance in designing the future vetting mechanism;

(c) Political party monitoring through the Political Affairs Unit providing good offices to political parties during the electoral process;

(d) Political party registration through the Political Affairs Unit's continued participation in the Ministry of Justice registration panel;

(e) Mediation and dispute resolution on electoral issues;

(f) Monitoring the Afghan Independent Election Commission and provision of good offices between the Commission and the Government of Afghanistan and the donor community;

(g) Providing good offices to the Afghan Independent Election Commission provincial offices and provincial authorities;

(h) Assistance in the assessment and management of security;

(i) Monitoring and observation on election day and the count process;

(j) Monitoring and provision of good offices to candidates and the Electoral Complaints Commission;

(k) Providing/hosting forums for coordination on political and development levels.

71. To carry out these tasks in preparation for the 2009 and 2010 Afghan elections, it is proposed to establish an Electoral Support Unit under the overall supervision of the Deputy Special Representative of the Secretary-General for Political Affairs (Pillar I). The Electoral Component will serve as a stand alone unit working closely with the Political Affairs Unit and other units in Pillar I.

72. In its resolution 1806 (2008), the Security Council requested UNAMA to lead international efforts to support the electoral process through the Afghan Independent Election Commission by providing technical assistance and coordinating other international donors, agencies and organizations providing assistance and channelling existing and additional funds earmarked to support the process. In addition, the resolution notes the international community's support to Afghan institutions in organizing the next elections and the need to accelerate the planning and preparations for such elections. It also emphasized the importance of free, fair, inclusive and transparent elections in order to sustain the democratic process of the country. In addition, in a letter to the Secretary-General dated 11 May 2008, President Karzai of Afghanistan requested UNAMA to lead and coordinate electoral support to the Afghan Independent Election Commission with respect to the implementation of legislation and regulations necessary to hold voter registration, planning and implementation of the elections, establishment of an effective public

information campaign and electoral complaints mechanism and further efforts to strengthen the capacity of the Independent Election Commission.

73. The role UNAMA has been requested to play requires great initiative and guidance from a team of Electoral/Political Affairs Officers who will provide the necessary support needed to both the Afghan Government and related institutions, particularly the Afghan Independent Election Commission, to the UNDP Elections Project and the rest of the United Nations country team likely to be involved in the conduct of the elections, the donor community, and the Special Representative of the Secretary-General and his Deputy for Political Affairs. The Electoral Component is required to provide timely advice, good offices and analysis on a wide array of political, legal and electoral issues. A strong team is therefore required to provide proper electoral/political advice and coordinate information to all of the above stakeholders in addition to all the UNAMA field offices that will be directly in support of all Afghan Independent Election Commission provincial offices.

74. In view of the above, it is proposed to establish the following positions within the Electoral Support Unit:

(a) Senior Political/Electoral/Legal Officer: at the P-5 level, the proposed position will be the Political Deputy to the Chief Electoral Adviser, and will be responsible for: (i) providing oversight over the newly established electoral component of the Mission and reporting directly to the Deputy Special Representative of the Secretary-General for Political Affairs as well as the Chief Electoral Adviser; (ii) providing overall cross-cutting advice on all electoral issues, both political and operational; (iii) collecting political intelligence on all electoral issues and linking it to the broader issues of civic education, accountability, media analysis, field operations, perceptions of independence of all elections-related agencies and candidate complaints about the overall process; (iv) providing overall monitoring of the Afghan Independent Election Commission, Electoral Complaints Commission and the Media Commission, and carrying out a regular stock-take that would link operational with the political, including capacity-building and skills transfer; and (v) providing good offices among the Afghan Independent Election Commission, the Electoral Complaints Commission, the Media Commission, donors, the Government of Afghanistan, and the National Assembly;

(b) Political Electoral Officer: at the P-4 level, the proposed position will be responsible for: (i) monitoring all political and electoral issues in support of the Political Deputy to the Chief Electoral Adviser; (ii) managing the vetting of candidates and liaising and cooperating closely with the Disbandment of Illegal Armed Groups Public Affairs Officer and the Human Rights Unit as well as the Disbandment of Illegal Armed Groups Joint Secretariat to collect and analyse political intelligence on candidates and their disbandment of illegal armed groups requirements; (iii) monitoring and providing analysis on the work of the Electoral Complaints Commission; (iv) providing conflict-mediation, as required; (v) providing good offices between the Electoral Complaints Commission and all other stakeholders, as required; (vi) with the assistance of UNAMA field offices, monitoring and analysing the activities of the provincial electoral complaints commissions, including providing conflict-mediation, as required; and (vii) providing and directing information to all UNAMA field offices with respect to vetting issues and advising on relations with each provincial electoral complaints commission;

(c) Political/Electoral Officer: at the P-4 level, the proposed position will be responsible for: (i) monitoring all political/electoral issues; (ii) serving as the Electoral Assistance Division Desk Officer on Afghan Elections and participating both in the Electoral Assistance Division and in UNAMA Pillar I for proper coordination of all electoral efforts with Headquarters in New York; (iii) assisting UNDP ELECT and UNDP Headquarters with all electoral funding drives; (iv) providing briefings on all electoral issues to the Electoral Assistance Division and the Department of Peacekeeping Operations and other missions, as required; (v) managing reporting on all electoral issues to/from the Division and the Department of Political Affairs/Department of Peacekeeping Operations; (vi) supporting the Political Deputy in providing political analysis on all electoral issues and linking it to the broader issues of civic education, accountability, media analysis, field operations, perceptions of independence of all elections-related agencies and candidate complaints about the overall process; (vii) following and assisting the Afghan Independent Electoral Commission, the Electoral Complaints Commission and the Media Commission, including carrying out a regular stock-take that links operational with the political, including capacity-building and skills transfer; and (viii) providing good offices among the Afghan Independent Electoral Commission, the Electoral Complaints Commission, the Media Commission, donors, the Government of Afghanistan, and the National Assembly;

(d) Political/Electoral Officer: at the P-3 level, the proposed position will be responsible for: (i) monitoring political and electoral issues; (ii) providing day-to-day monitoring of the Independent Election Commission and providing good offices to the Afghan Independent Election Commission and all other stakeholders/implementing partners; (iii) managing the Political Rights Verification programme in coordination with the Human Rights Unit and AIHRC; (iv) managing political party registration issues in consultation with the Ministry of Justice; (v) meeting regularly with Afghan leaders and political parties to discuss issues of concern; (vi) liaising with field offices on political rights verification issues and producing verification reports; (vii) following and assisting the Media Commission in consultation with the Office of the Chief of Public Information and the Human Rights Unit; (viii) reviewing and analysing all political party legislation and electoral regulations; and (ix) creating political party forums for discussion and information dissemination and liaising with UNDP ELECT on political party/candidate agents issues;

(e) Political/Electoral Officer: at the P-3 level, the proposed position will be responsible for: (i) monitoring political/electoral issues; (ii) serving as Special Assistant to the Chief Electoral Adviser; (iii) attending all meetings with the Chief Electoral Adviser and providing minutes to the Election Support Unit and the Deputies at UNDP ELECT; (iv) arranging for coordination of all meetings and stakeholder forums; and (v) assisting in drafting code cables and weekly updates on elections;

(f) Political/Electoral Officer: at the P-2 level, the proposed position will be responsible for: (i) monitoring political/electoral issues; (ii) serving as the reporting officer on all important meetings and input to weekly electoral updates; (iii) liaising with the UNDP ELECT Project and the Afghan Independent Election Commission for all relevant updates; (iv) daily monitoring of all electoral issues (political, legal and operational), including from the field and providing updates/briefings to the

Election Support Unit; and (v) managing the coordination of all electoral issues and providing minutes from these forums;

(g) National Electoral Officer: at the National Officer level, the proposed position will be responsible for: (i) providing substantive support to the entire Election Support Unit with respect to liaison with political parties, candidates as necessary, the Afghanistan's New Beginnings Programme on disbandment of illegal armed groups issues, Joint Secretariat on disbandment of illegal armed groups issues, Human Rights Unit on all political rights verification issues, the National Assembly on all electoral legislation issues, UNDP ELECT on all operational and capacity-building issues; (ii) regularly liaising with all National Officers in the field offices on electoral issues; and (iii) establishing and maintaining an archive for all electoral-related materials to be used in all future elections in the country;

(h) Assistant/Language Assistant: at the National Officer level, the proposed position will be responsible for: (i) supporting the National Officer position on all of the following: liaising with political parties and candidates, as required, the Afghanistan's New Beginnings Programme on disbandment of illegal armed groups issues, the Joint Secretariat on disbandment of illegal armed groups issues, the Human Rights Unit on all political rights verification issues, the National Assembly on all electoral legislation issues, UNDP ELECT on all operational and capacity-building issues, and liaising with all National Officers in the field offices on electoral issues; and (ii) helping to set up appointments, taking minutes of meetings and providing translation/interpretation, as required;

(i) Administrative Assistant: at the Local level, the proposed position will be responsible for: (i) assisting the Election Support Unit with all travel-related issues, including road mission forms and travel authorizations, and coordinating drivers; (ii) ensuring that all documents, letters, legislation, forms, and regulations pertaining to elections are properly filed; and (iii) establishing and maintaining a special archive online for all such data to be used in future elections in the country.

Joint Mission Analysis Centre

International staff: ***Redeployment of one P-5, two P-4, one P-3, and one P-2 to the newly established Analysis and Planning Unit***

National staff: ***Redeployment of two National Officers and six Local level to the newly established Analysis and Planning Unit***

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	1	2	1	1	**5**	—	—	**5**	2	6	—	**13**
Proposed 2009	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Change	—	—	—	—	**(1)**	**(2)**	**(1)**	**(1)**	**(5)**	—	—	**(5)**	**(2)**	**(6)**	—	**(13)**

75. The Joint Mission Analysis Centre is primarily responsible for providing critical analysis for a range of core UNAMA functions, including the security sector and justice

reform agendas (including the profiling of police and judicial officers), election planning, human rights, counter-narcotics, the profiling of insurgent networks (including for the Security Council Committee established pursuant to resolution 1267 (1999)), and threat assessments for United Nations security. Many of the priorities set by the Paris Conference in 2008, and being taken forward under the overall coordination umbrella of the Joint Coordination and Monitoring Board, require UNAMA to provide solid analysis as the basis for coordination and joint planning. UNAMA is also leading a joint planning process with the Government of Afghanistan, ISAF and other partners to develop an integrated approach, bringing together the security, governance and development dimensions, to the implementation of the Afghanistan National Development Strategy. The work of the Board and joint planning can only be successful if it is underpinned by the enhanced analytical capacity that the Centre provides.

76. In order to implement the Mission's sharpened coordination mandate under Security Council resolution 1806 (2008) and to formulate strategic priorities and policies, the Special Representative of the Secretary-General requires a function that would combine analytical, coordination and planning capacities within UNAMA. Accordingly, it is proposed to merge the Joint Mission Analysis Centre with the Afghanistan Compact Coordination and Monitoring Unit, which is responsible for supporting the coordination and planning capacity of the Mission. It is therefore proposed to redeploy all existing positions from both units to the newly established Analysis and Planning Unit. This will also reduce reporting lines and enhance mission coherence.

C. Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) (Pillar II)

Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

National staff: Increase of one P-4 (new)

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	1	—	—	—	1	—	—	**2**	—	1	**3**	—	1	—	**4**
Proposed 2009	—	1	—	—	—	2	—	—	**3**	—	1	**4**	—	1	—	**5**
Change	—	—	—	—	—	**1**	—	—	**1**	—	—	**1**	—	—	—	**1**

77. The Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) is primarily responsible for the coordination of all humanitarian and development activities as part of its relief, recovery and reconstruction mandate. The Office is headed by the Deputy Special Representative of the Secretary-General for Relief, Recovery and Reconstruction. An important aspect of the responsibilities of Pillar II is to provide guidance on matters related to governance, economic and social development, counter-narcotics

and gender in support of the Mission's responsibilities for coordination and monitoring the implementation of the Afghanistan National Development Strategy. Related to this effort, the Pillar seeks to ensure that United Nations assistance supports capacity-building in counterpart Afghan institutions to develop policymaking, planning, management, assessment, and coordination capabilities at the national and subnational levels. As Resident Coordinator, the Deputy Special Representative provides strategic direction and coordination of the United Nations country team in its development activities. As Humanitarian Coordinator, he ensures coordinated response to natural disasters and other humanitarian imperatives such as civil-military relations. The Deputy Special Representative of the Secretary-General (Pillar II) also serves as the Mission's Deputy Designated Official.

78. In view of the Mission's sharpened mandate and the new priorities arising from Security Council resolution 1806 (2008), the UNAMA headquarters and the regional and provincial offices are required to work and cooperate even more closely under a coherent strategy. This requires the reinforcement and systematization of interaction with the integrated regional and provincial offices and in particular the strengthening of coordination between substantive offices and their counterparts in the field. The Mission therefore plans to have 8 regional and 15 provincial offices, in turn creating a significantly larger field network tasked with various functions in the areas of political affairs, human rights, development, governance, humanitarian affairs and the rule of law.

79. In order to secure proper managerial guidance and information flow to and from this field network, it is proposed to establish an additional position at the P-4 level to carry out duties as Field Liaison Officer. The proposed position will be responsible for: (a) acting as the primary substantive focal point responsible for channelling substantive policy guidance and essential information from the respective Mission headquarters pillar to relevant field-based staff; (b) coordinating with counterparts in the field with a view to improving coordination and information flow between the field and the pillar; and (c) providing support to the monitoring of the benchmarks of the Afghanistan Compact and the Afghanistan National Development Strategy at the provincial level.

Special Adviser on Development

International staff: Increase of three new positions, one D-2, one P-3, and one General Service (Other level)

National staff: Increase of one Local level (new)

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Sub-total***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Proposed 2009	—	—	1	—	—	—	1	—	**2**	—	1	**3**	—	1	—	**4**
Change	—	—	**1**	—	—	—	**1**	—	**2**	—	**1**	**3**	—	**1**	—	**4**

80. In view of the strengthened mandate of UNAMA, the Mission and the Special Representative of the Secretary-General have been called upon to lead the

international efforts in supporting the Government of Afghanistan to deliver on its development strategies and priorities as articulated in the Afghanistan National Development Strategy. It is estimated that over the next five years, over $50 billion would be spent on implementation of the Afghanistan National Development Strategy. On the one hand, the Special Representative of the Secretary-General would have to proactively coordinate the international community overall and in individual sectors. On the other hand, the Government of Afghanistan would have to be supported to develop programmes and projects in these different sectors to achieve the development goals through specific interventions. In view of the scope of work, the intensity of interactions and level at which these would occur, it is therefore proposed to establish an additional position at the D-2 level to carry out duties as Special Adviser on Development. The proposed position will be responsible for leading development and aid effectiveness issues and supervising the Afghanistan National Development Strategy Support (Development Unit) and the Donor Coordination and Aid Effectiveness Unit.

81. Implementation of the Afghanistan National Development Strategy will require the development of certain key sectors of the economy. While Afghanistan will continue to require assistance in every area, the Strategy attaches particular attention to stimulating investments in infrastructure, particularly in the agriculture and energy sectors. UNAMA will therefore be required to assist in ensuring that these priorities are properly addressed while continuing to support road-building, education and health projects. These particular sectors have been given a high priority as they underpin Afghan livelihoods while enabling other sectors of the economy to grow, allowing Afghanistan to gradually reduce its reliance on international aid. A further priority is providing support to the private sector development. As mentioned above, UNAMA will be required to support the priorities of the Strategy, provide additional resources and expertise, and provide close cooperation with other international organizations and institutions, such as the World Bank.

82. It is therefore proposed to establish an additional position at the P-3 level to carry out duties as Special Assistant to the Special Adviser on Development. The proposed position will be responsible for (a) focusing on development and aid effectiveness issues; (b) providing daily assistance to the Deputy Special Representative of the Secretary-General in supporting the effective functioning of his/her responsibilities, including liaison with donor countries and other key actors involved in Afghanistan's development; (c) focusing on the effective coordination with diplomatic representatives in and out of Kabul while dealing with development, aid effectiveness and Afghanistan National Development Strategy issues; (d) coordinating with other sections of the Mission to receive and process feedback received from all parts of the United Nations system on the effective implementation of development plans and activities in Afghanistan; (e) continuously conveying effective aid strategies to the regional offices; and (f) providing analytical summaries of key developments for onward transmission to relevant authorities.

83. It is also proposed to establish an additional position at the General Service (Other level) to carry out duties as Personal Assistant. The proposed position will be responsible for: (a) assisting the Special Adviser on Development in performing daily activities, in particular arranging meetings, developing agendas, interacting with the Office of the Special Representative of the Secretary-General and his

Deputies; (b) liaising with other sections of the Mission; (c) maintaining proper and retrievable records of important documents; (d) maintaining policy papers and working to facilitate sustainable capacity-building of national staff; (e) providing support and assistance to the Special Assistant of the Special Adviser on Development in coordinating with the field offices; and (f) carrying out all administrative and logistically related issues in the Special Adviser's Office.

84. It is also proposed to establish an additional position in the Local level category to carry out duties as Administrative Assistant. The proposed position will be responsible for: (a) providing translation and interpretation support; (b) carrying out the overall functions related to staff/personnel administration within the Unit, including personnel files, contract extensions, leave planning, movements of personnel, attendance sheets, new recruitment, staffing tables, claims, contact lists and other personnel-related administrative issues; (c) supporting the international personnel of the Unit on general administrative matters relating to visas, licences, and security; (d) when required, providing accurate oral interpretation in meetings with government authorities and other interlocutors and translating documents; and (e) when required, providing interpretation of speeches and statements, from both Dari (and possibly Pashto) to English and vice versa and assisting Officers within the Unit in their liaison with Afghan interlocutors.

Afghanistan National Development Strategy Support Unit (formerly Institutional Development and Governance Unit)

International staff: *Increase of one General Service (Other level) (new); redeployment of one P-5 and two P-4 to the newly established Governance Unit*

National staff: *Redeployment of one National Officer to the newly established Governance Unit*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	**Total inter-national**	*National Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2008	—	—	—	1	2	4	—	1	**8**	1	—	**9**	3	1	—	**13**
Proposed 2009	—	—	—	1	1	2	—	1	**5**	1	1	**7**	2	1	—	**10**
Change	—	—	—	—	**(1)**	**(2)**	—	—	**(3)**	—	**1**	**(2)**	**(1)**	—	—	**(3)**

85. The Afghanistan National Development Strategy Support Unit is expected to begin operations on 1 January 2009, drawing upon the Institutional Development and Governance Unit, to work with government counterparts in the lead government agencies responsible for overseeing implementation of the Strategy, such as the Office of Chief Economic Adviser to the President, the Ministry of Finance and the Ministry of Economy, as well as with individual line ministries and agencies to assist them in carrying out situation analysis, identify priorities/problems/ opportunities, develop programmes and projects, coordinate technical assistance from different sources, and assist in presenting these to potential donors.

86. The Afghanistan National Development Strategy was completed and approved by President Hamid Karzai of Afghanistan on 21 April 2008. It aims to address the main security, governance and development needs of Afghanistan during a five-year

period. Further, it establishes the priorities of the Government of Afghanistan and reflects the commitment to achieve the Millennium Development Goals by the year 2020 and the implementation of the Afghanistan Compact benchmarks. The Strategy was endorsed by the nearly 80 countries and organizations attending the Paris Conference in June 2008. The Declaration of that Conference stressed the importance of implementing the Strategy and noted the strengthened role of the Special Representative of the Secretary-General in Afghanistan and of UNAMA in coordinating international efforts towards this end.

87. In order to support this task, it is proposed to establish the Afghanistan National Development Strategy Support Unit, which will consist of the Afghanistan National Development Strategy Support/Development Unit, the Gender Unit, and the Counter-Narcotics Unit.

88. Further, as described above, governance activities carried out by the former Institutional Development and Governance Unit would be transferred to the newly established Governance Unit under Pillar I. As such, it is proposed to redeploy four positions to the Governance Unit, one P-5 (Senior Coordination Officer), two P-4 (Governance Officers), and one National Officer (National Governance Officer) from the former Institutional Development and Governance Unit (now Afghanistan National Development Strategy Support Unit).

89. The Afghanistan National Development Strategy Support Unit will be headed by an existing position at the D-1 level, responsible for: (a) leading a team of technical and administrative personnel; (b) assisting the Special Representative of the Secretary-General in strengthening coordination mechanisms and developing coherent policy and strategy development frameworks to assist the Government of Afghanistan to strengthen planning, management and coordination functions; and (c) liaising closely with government partners, other international organizations and donors to ensure implementation of policy guidelines and other measures to accelerate the achievement of the priorities of the Strategy.

90. It is also proposed to establish an additional position at the General Service (Other level) to carry out duties as Administrative Officer. The proposed position will be responsible for: (a) entering, maintaining and certifying administrative data and records for time and attendance, performance appraisal, and so on, in electronic information systems; (b) reviewing entitlements-related claims and reports; (c) maintaining and reviewing organizational staffing tables; (d) reviewing Integrated Management Information System reports as well as monitoring status of expenditures and allotments, record variations, updating budget tables; (e) assisting in the preparation of budget performance submissions; (f) preparing, processing and following up on administrative arrangements and forms related to the official travel of staff; (g) drafting routine correspondence, maintaining files of rules, regulations, administrative instructions and other related documentation; and (h) maintaining up-to-date work unit files (both paper and electronic).

Gender Unit

International staff: increase of one P-2 (new)

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	**Total inter-national**	*National Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2008	—	—	—	—	—	1	—	—	**1**	—	—	**1**	1	—	—	**2**
Proposed 2009	—	—	—	—	—	1	—	1	**2**	—	—	**2**	1	—	—	**3**
Change	—	—	—	—	—	—	—	**1**	**1**	—	—	**1**	—	—	—	**1**

91. The Gender Unit is primarily responsible for providing technical assistance for the effective implementation of the Mission's mandate through the development of policies that promote gender equality and women's empowerment in all aspects of Afghanistan's recovery and reconstruction agenda. Gender, as a cross-cutting issue, and as such is required to be integrated into all programmes. The main functions of the Gender Unit include: (a) facilitating, supporting and monitoring the incorporation of gender perspectives in all areas of the Mission's work; (b) strengthening participation of women in the political and public spheres and reconstruction programmes through advocacy and progress analysis; (c) monitoring activities and assessing trends which impact on women; and (d) providing analyses and recommendations on best ways to address gender issues within the mandate of the Mission. These functions are carried out in line with the Afghan Compact and the Afghanistan National Development Strategy benchmarks. The effective functioning of the Unit is thus critical for the achievement of the mandate of the Mission.

92. At present the Gender Unit is composed of two positions, namely a Gender Affairs Officer at the P-4 level and a National Gender Officer at the National Officer level. Existing staff capacity is minimal to support the process of integrating gender perspectives into all components of the Mission as well as supporting the women's empowerment mechanism of the Government of Afghanistan. In order for UNAMA to fulfil its mandate to comprehensively support the capacity of the Government of Afghanistan and UNAMA to plan and implement gender-sensitive programmes as well as coordinate the functioning of various gender consultative groups in the Mission, the capacity of the Unit is required to be strengthened.

93. It is therefore proposed to establish an additional position at the P-2 level to carry out duties as Gender Officer. The proposed position will be responsible for: (a) focusing on gender analysis of all UNAMA programmes to ensure the integration of gender concerns, monitoring implementation and identifying the good practice and challenges, leading to improvement in gender mainstreaming; (b) carrying out policy analysis; (c) supporting the Afghan Ministry of Women's Affairs; (d) providing technical assistance on gender mainstreaming; (e) advising the UNAMA leadership on gender issues and participation in advocacy for improved recognition of the differential impact of programmes on women and men; (f) carrying out gender coordination mechanisms in the United Nations country team to meet various needs in Afghanistan; (g) working with the assistance of the

National Gender Officer, focusing on coordinating the functions and activities of gender focal points in various UNAMA field offices, and reporting on activities and achievements of the Unit; (h) coordinating the Unit's work with the Departments of Women's Affairs, as the provincial representatives of the Ministry of Women's Affairs and as the primary institution working on women's issues as part of the subnational governmental structures; and training and building up the gender awareness capacities of staff and national civil society partner organizations and fulfilling the overarching principle of skills-transferring to Afghan nationals.

Counter-Narcotics Unit

International staff: increase of one P-4 (new)

National staff: increase of one National Officer (new)

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	—	—	1	—	**1**	—	—	**1**	—	1	—	**2**
Proposed 2009	—	—	—	—	—	1	1	—	**2**	—	—	**2**	1	1	—	**4**
Change	—	—	—	—	—	**1**	—	—	**1**	—	—	**1**	**1**	—	—	**2**

94. The Counter-Narcotics Unit is primarily responsible for assisting the Government of Afghanistan in implementing the Afghanistan Compact and facilitating technical assistance on drugs policy formulation and implementation. Further, in line with the Afghan Compact and the Afghanistan National Development Strategy, in which counter-narcotics was identified as the cross-cutting priority area, and the Government's revised National Drug Control Strategy, the Counter-Narcotics Unit seeks to sustain efforts and assistance carried out by the Government of Afghanistan and the international community to ensure elimination of illicit drug production, trafficking and abuse in the country, particularly in rural areas affected by illicit opium poppy cultivation.

95. At its seventh meeting on 5 and 6 February 2008, the Joint Coordination and Monitoring Board endorsed the Government's Prioritized Implementation Plan for the National Drug Control Strategy, demonstrating a renewed commitment to tackling the narcotics issue in Afghanistan with the support of its international partners. The Counter-Narcotics Unit currently has one Counter-Narcotics Officer at the P-3 level, assisted by one Administrative Assistant at the Local level. The Counter-Narcotics Officer is responsible for monitoring counter-narcotics initiatives, analysing counter-narcotics issues in order to maintain an awareness of how they affect other activities in the Mission, and liaising with the United Nations Office on Drugs and Crime, counterparts in the Government of Afghanistan, civil society and other partners.

96. Given that counter-narcotics efforts are at the top of the priorities of the Government of Afghanistan and the international community, UNAMA is required to strengthen its role as facilitator in the process. It is critical that communications with the Government of Afghanistan and with other partners are maintained at the

highest level. It is therefore proposed to establish an additional position at the P-4 level to carry out duties as Senior Counter-Narcotics Officer to ensure that more effective high-level dialogue and coordination among all stakeholders take place. The proposed position will be responsible for: (a) expanding and sustaining the counter-narcotics agenda and supporting the Government of Afghanistan in strengthening the coordinated implementation of the National Drug Control Strategy; (b) convening regular meetings on counter-narcotics related issues as a focal point for the international community and providing daily guidance and support to UNAMA officers working on all relevant aspects of this cross-cutting area of the Afghan Compact and the Afghanistan National Development Strategy; (c) supervising a team responsible for acting as a liaison between the Government of Afghanistan and the international community; and (d) facilitating the Mission's strengthened role in supporting the commitment made by donors at the Paris Conference in 2008 to provide coordinated practical assistance and other resources to strengthen the Government of Afghanistan's efforts in delivering alternative livelihood programmes.

97. It is also proposed to establish an additional position at the National Officer level to carry out duties as National Programme Assistant. The proposed position will be responsible for providing administrative support to the Unit and, with knowledge of counter-narcotics issues in Afghanistan and capable of communicating in local languages, ensuring continuity during the periods when the Counter-Narcotics Officer is absent.

Donor Coordination and Aid Effectiveness Unit

International staff: *Increase of three new positions, one P-5, one P-4, and one P-2*

National staff: *Increase of one Local level (new)*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Proposed 2009	—	—	—	—	1	1	—	1	3	—	—	3	—	1	—	4
Change	—	—	—	—	**1**	**1**	—	**1**	**3**	—	—	**3**	—	**1**	—	**4**

98. In the context of the requests contained in Security Council resolution 1806 (2008), the Special Representative of the Secretary-General intends to bring new momentum and strategic leadership to the Joint Coordination and Monitoring Board. In this connection, in addition to calling for a strengthened strategic coordination role, which will be led from the newly established Analysis and Planning Unit within the Office of the Special Representative of the Secretary-General, the Security Council requested that UNAMA and the Board also focus on aid effectiveness and donor coordination, in addition to the role played by the Board secretariat in its mandate under Security Council resolution 1746 (2007). It is therefore proposed to establish a Donor Coordination and Aid Effectiveness Unit within Pillar II to support the strengthened coordination role of UNAMA.

99. In this connection, the Donor Coordination and Aid Effectiveness Unit will: (a) assist UNAMA, as Joint Coordination and Monitoring Board co-chair and lead coordinator of international civilian agencies to hold donors to account for their pledges to align their support behind the implementation of the Afghanistan National Development Strategy; (b) make aid more predictable, effective and efficient; (c) provide aid in a more equitable way across Afghanistan; (d) collate and supply full information on aid flows; (e) ensure that a larger proportion of assistance is spent inside Afghanistan; (f) champion local procurement of goods and services; (g) channel resources through Government mechanisms to the extent possible; (h) besides developing a core in-house capacity for analytical work, increasingly draw on relevant expertise across the United Nations country team and the broader international community; (i) draw on a resource pool provided by key donors, which will enable the Unit to selectively bring in additional experts, as required. The staff of the Unit will be required to maintain daily cooperation with all key government stakeholders, international donors, civil society and the private sector.

100. It is therefore proposed to establish the following additional positions within the newly established Donor Coordination and Aid Effectiveness Unit:

(a) Head of the Donor Coordination and Aid Effectiveness Unit: at the P-5 level, the proposed position will be responsible for: (i) supporting the functions of the Special Representative of the Secretary-General related to the Joint Coordination and Monitoring Board to promote the adherence to the principles of aid effectiveness enumerated in the Afghanistan Compact, including through the mobilization of resources, coordination of assistance provided by international donors and organizations and direction of the contributions of United Nations agencies, funding and programmes, in particular for counter-narcotics, reconstruction and development activities; and (ii) regularly liaising with senior Mission management, as well as senior government representatives and diplomatic missions and development agencies. The position will require expertise and comprehensive knowledge of, and familiarity with, donor coordination and aid effectiveness issues in a conflict environment as well as experience in the implementation of a poverty reduction strategy paper;

(b) Coordination Officer/Aid Effectiveness/Donor Coordination: at the P-4 level, the proposed position will be responsible for: (i) supporting the Unit by assessing trends that could affect aid effectiveness and recommending solutions and possible action by the international community; (ii) following up on decisions made by both the Board and UNAMA co-chairs, while continuing to provide up-to-date information on donor coordination and aid effectiveness to senior officials; and (iii) acting as focal point for the collation and analysis of information. To effectively carry out these duties and responsibilities, the proposed position will require the ability and experience to participate in, and if required, to lead inter-organizational teams and task forces while simultaneously conducting the research required to remain abreast of the key issues affecting aid effectiveness;

(c) Aid Effectiveness Officer: at the P-2 level, the proposed position will be responsible for: (i) keeping the Unit abreast of information related to international donor funding and delivery of donor assistance across the Afghanistan National Development Strategy; and (ii) conducting research and analysis on the provision of assistance while also alerting the senior Mission management on issues where high-level intervention is required to ensure adherence to the principles on aid effectiveness set out in the Afghanistan Compact, the Strategy and the Paris Declaration;

(d) Administrative/Language Assistant: at the Local level, the proposed position will be responsible for: (i) providing translation and interpretation support, as required; (ii) carrying out overall functions related to staff/personnel administration within the Unit; (iii) supporting the international personnel of the Unit on general administrative matters relating to visas, licences, and security; (iv) when required, providing accurate oral translation in meetings with government authorities and other interlocutors and translating documents; (v) when required, providing interpretation of speeches and statements, from both Dari (and possibly Pashto) to English and vice versa; and (vi) assisting Officers within the Unit in their liaison with Afghan interlocutors.

Resident Coordinator/United Nations Country Team Unit (formerly Resident/Humanitarian Coordinator Unit)

International staff: *Increase of one P-3 (new); redeployment of one P-4 to the newly established Humanitarian Affairs Unit*

National staff: *Redeployment of one National Officer to the newly established Humanitarian Affairs Unit*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	1	1	1	—	**3**	—	—	**3**	2	2	—	**7**
Proposed 2009	—	—	—	—	1	—	2	—	**3**	—	—	**3**	1	2	—	**6**
Change	—	—	—	—	—	**(1)**	**1**	—	—	—	—	—	**(1)**	—	—	**(1)**

101. The Resident Coordinator/United Nations Country Team Unit is primarily responsible for ensuring coherence between UNAMA and the two dozen agencies, funds and programmes represented in the United Nations country team. In order to achieve this task, the Unit is required to be in continuous contact with all members of the United Nations country team, both at the senior management and working levels in addition to all relevant parts of UNAMA (including, but not limited to, the Special Adviser on Development, the Afghanistan National Development Strategy Support Unit, the Donor Coordination Unit, the Analysis and Planning Unit, the Humanitarian Affairs Unit and the Spokesperson's Unit) and relevant partners in the Government of Afghanistan and among donors. The Unit provides strategic planning, including through three Working Groups under the United Nations Development Assistance Framework (UNDAF), coordination, including weekly meetings of the United Nations country team and numerous other mechanisms, information management, including mapping, scheduling, contacts and reports management for the United Nations country team, advocacy (a range of products and activities on joint priorities), reporting, including the Resident Coordinator's annual report and United Nations country team results, monitoring and evaluation (in the future with a particular focus on the implementation of UNDAF), and frequent support services to the Deputy Special Representative of the Secretary-

General (Resident Coordinator/Humanitarian Coordinator) and the United Nations country team.

102. The Unit is currently composed of seven positions to carry out functions for the United Nations country team and for the coordination of six joint programmes. Five out of these seven positions, namely 1 P-5, 1 P-3, 1 National Officer, and 2 Local level, are covering United Nations country team functions and the two remaining positions, 1 P-4 and 1 NO, are carrying out duties related to humanitarian coordination issues. It is therefore proposed that the latter two positions be redeployed to the new Humanitarian Affairs Unit in Pillar II.

103. The Mission intends to strengthen the Resident Coordinator Unit in order to carry out the following key tasks: (a) analysis and evaluation of the United Nations reform; (b) strengthening of the United Nations coordination in the complex Afghanistan environment; (c) fulfilling some of the key objectives that were set in the United Nations country team workplan; and (d) demonstrating to all stakeholders that the United Nations family is a model to follow in terms of coordination and aid effectiveness.

104. It is therefore proposed to establish an additional position at the P-3 level to carry out duties as Coordination Officer. The proposed position will be responsible for: (a) contributing substantively to the work of the Unit by facilitating strategic planning in concert with the over 30 United Nations system agencies, funds and programmes with presence in the region; (b) facilitating United Nations country team meetings; (c) supporting synergies between all relevant stakeholders, including through dialogue on specific areas of need and proposing joint programming and planning, as appropriate; (d) ensuring timely reporting and effective information management; (e) mapping United Nations activities on the ground; and (f) liaising with other sections of the Mission to ensure that the United Nations system and the United Nations country team programming is in line and feeds into the strategic priorities and implementation set out by the Afghanistan Compact, the Afghanistan National Development Strategy and the Joint Coordination and Monitoring Board.

Humanitarian Affairs Unit

International staff: ***Increase of as new positions, 1 P-5, 2 P-4, 5 P-3, 2 P-2, and 2 General Service (Other level); redeployment of 1 P-4 from the former Resident Coordinator/Humanitarian Coordinator Unit (now Resident Coordinator/United Nations Country Team Unit)***

National staff: ***Increase of 14 new positions, 8 National Officers and 6 Local level; redeployment of 1 National Officer from the former Resident Coordinator/Humanitarian Coordinator Unit (now Resident Coordinator/United Nations Country Team Unit)***

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Proposed 2009	—	—	—	—	1	3	5	2	**11**	—	2	**13**	9	6	—	**28**
Change	—	—	—	—	**1**	**3**	**5**	**2**	**11**	—	**2**	**13**	**9**	**6**	—	**28**

105. The provision of humanitarian assistance remains essential in Afghanistan. In 2008, factors such as natural disasters, food insecurity, and ongoing conflict have deepened the vulnerability of populations and increased the humanitarian caseload. Food insecurity in particular, the product of poor harvests and drought in Afghanistan, has been exacerbated by the global rise in food prices, having the potential to undermine growth and stability in addition to causing widespread malnourishment. It will therefore be necessary for UNAMA and its partners to strengthen their ability to forecast, assess and respond to humanitarian crises, as well as bolster its capacity for coordination and advocacy. Efforts are also under way to increase attention to, and action on, the protection concerns of conflict-affected Afghans, and to strengthen the humanitarian access and response to meet the needs of these vulnerable populations. The Mission will continue to place the highest priority upon coordinating humanitarian assistance in a manner that does everything possible to ensure the humanitarian space required to provide assistance to all those in need. It is therefore proposed to establish the Humanitarian Affairs Unit for the coordination of humanitarian activities.

106. It is also proposed to establish the following additional positions within the Humanitarian Affairs Unit:

(a) Senior Humanitarian Affairs Officer/Head of the Humanitarian Affairs Unit: at the P-5 level, the proposed position will be mainly responsible for managing the Humanitarian Affairs Unit at headquarters in Kabul and in the regional offices, providing focus for the management of humanitarian issues within UNAMA and high-quality advice to the Humanitarian Coordinator and the Special Representative of the Secretary-General. Drawing upon the expertise within the Humanitarian Affairs Unit, as well as that of Humanitarian Affairs Officers throughout the system, the Head of the Humanitarian Affairs Unit will play a key role in determining humanitarian policy and on advising the Special Representative of the Secretary-General on humanitarian issues that require advocacy;

(b) Civil-Military Coordination Officer: at the P-4 level, the proposed position will be responsible for managing Civil-Military Coordination on humanitarian issues for UNAMA at the headquarters level. Civil-Military Coordination is the essential mechanism for dialogue and interaction between civilian and military actors in humanitarian emergencies that is required to protect and promote humanitarian principles, avoid competition, minimize inconsistency, and when appropriate, pursue common goals;

(c) Information Management Officer: at the P-4 level, the proposed position will be responsible for managing the Information Management Sub-Unit at headquarters in Kabul. Information management is the vital component of any effective humanitarian coordination system and UNAMA is currently deficient in this area. The Information Management Sub-Unit will have three main components: assessment, reporting, and geographical information system and database management. The aim of the Sub-Unit is to provide services that enable the humanitarian community to monitor, track and analyse the developing humanitarian situation;

(d) Humanitarian Affairs/Disaster Risk Management Officer: at the P-3 level, the proposed position will be responsible for carrying out duties as focal point for all humanitarian coordination support required by the Government of Afghanistan with a particular focus on the relationship with the National Emergency

Response Commission and the Afghanistan Disaster Management Authority and with those agencies and NGOs concerned with disaster risk management;

(e) Humanitarian Affairs Officer: at the P-3 level, within the Coordination Support Sub-Unit at headquarters in Kabul, the proposed position will be responsible for managing the provision of direct support to the humanitarian country team and the clusters. The establishment of at least eight clusters has significantly improved coordination but continues to require considerable support from the Humanitarian Affairs Unit to ensure that they develop in a complementary fashion and that there is systematic and effective coordination across the clusters;

(f) Humanitarian Affairs Officer: at the P-3 level, within the Coordination Support Sub-Unit at headquarters in Kabul, the proposed position will be responsible for focusing on rebuilding the relationship with national and international NGOs which are the advocates and providers of significant humanitarian action;

(g) Civil-Military Coordination Officer: at the P-3 level, the proposed position will assist and provide support to the Civil-Military Coordination Officer and will carry out duties as focal point for support to the regional Civil-Military Coordination Officers;

(h) Policy/Advocacy Officer: at the P-3 level, the proposed position will carry out duties within the Information Management Sub-Unit at headquarters in Kabul and will be responsible for building a comprehensive picture of the nationwide access situation to determine where and how access to humanitarian purposes might be improved. The proposed position will also be instrumental in leading the necessary advocacy effort to gain that access;

(i) Assessment Officer: at the P-2 level, the proposed position will carry out duties within the Information Management Sub-Unit at headquarters in Kabul to strengthen all forms of humanitarian assessment that are required in the country with the flexibility to travel to all areas where security permits and support the field-based officers in conducting assessments. The proposed position will be responsible for helping improve the Mission's understanding of the size and locations of the humanitarian caseload in Afghanistan and providing a more precise appreciation of the nature of their needs;

(j) Geographical Information System Database Manager: at the P-2 level, the proposed position will carry out duties within the Information Management Sub-Unit at headquarters in Kabul and will be responsible for supporting the humanitarian community and in particular the cluster lead agencies and members with databases and maps to track and demonstrate trends in the developing situation. It will also serve as the interface for the other databases and Geographical Information System service providers, on the emergency and the development sides that exist in the civilian and military communities, both national and international;

(k) Administrative and Humanitarian Assistant: at the General Service (Other level), the proposed two positions will carry out duties at headquarters in Kabul and will be responsible for providing secretarial support within the Humanitarian Affairs Unit;

(l) National Humanitarian Affairs Officers: at the National Officer level, the proposed eight positions will carry out duties within the Coordination Support

Sub-Unit at headquarters in Kabul. The proposed positions will be responsible for: (i) supporting the Government liaison/disaster risk management function, the humanitarian country team and cluster system support function and the NGO liaison function; (ii) supporting the Civil-Military Coordination Sub-Unit, in particular in liaison with the Afghan National Army and the Afghan National Police; and (iii) providing technical support on assessment, reporting and policy/advocacy;

(m) Local Assistants: at the Local level, the proposed six positions will be deployed across the Coordination Support Sub-Unit, the Civil-Military Coordination Sub-Unit, the Information Management Sub-Unit, and the Policy and Advocacy Sub-Unit to provide clerical support functions and act as drivers.

D. Office of the Chief of Staff

Conduct and Discipline Unit

International staff: *Increase of one P-2 (new)*

National staff: *Increase of one National Officer (new)*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Sub-total***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	—	1	—	—	**1**	—	—	**1**	—	—	—	**1**
Proposed 2009	—	—	—	—	—	1	—	1	**2**	—	—	**2**	1	—	—	**3**
Change	—	—	—	—	—	—	—	**1**	**1**	—	—	**1**	**1**	—	—	**2**

107. The Conduct and Discipline Unit serves as the principal advisory body to the Head of Mission on all conduct and discipline issues involving all categories of personnel in the Mission. The Unit, which also covers the United Nations Military Observer Group in India and Pakistan (UNMOGIP), was established in October 2006. Inter alia, its three-pronged function of prevention, enforcement and remedial action, the Unit will continue to use its good offices to address, mitigate and/or resolve concerns that may negatively impact on the Mission or that may lead to grave disciplinary consequences for its personnel.

108. With the arrival of the Conduct and Discipline Officer to the Mission in October 2006, staff was made aware of their rights and obligations to report any misconduct, complaints and of the procedure to filing complaints. Albeit that there has been only one case pertaining to sexual exploitation and abuse reported in 2006, there were 24 misconduct cases filed in UNAMA alone and 29 other complaints that the Conduct and Discipline Officer addressed through good offices from October 2006 to May 2008. In addition, the number of staff being reached by the Conduct and Discipline Officer through awareness-raising and training has also increased from 1,172 in 2006 to 1,337 in 2007. The outreach ratio of the Conduct and Disciple Unit to staff strength is 1:1,337, for UNAMA alone in 2007, in addition to 119 personnel for UNMOGIP. In view of the proposed increase of UNAMA staff, the

anticipated staff outreach coverage by the Unit will likewise increase in 2009. Currently, the Unit is composed of one Conduct and Discipline Officer position at the P-4 level.

109. It is therefore proposed to establish an additional position at the P-2 level to carry out duties as Conduct and Discipline Reports and Training Officer. The proposed position will be based at headquarters in Kabul and will be responsible for: (a) working and liaising closely with the Training Unit to design and plan training modules and programmes for UNAMA and for UNMOGIP to conduct training for some 50 Conduct and Discipline Focal Points, as well as designing and implementing follow-up extensive training on preventing sexual exploitation and abuse, other prohibited conduct (harassment, sexual harassment, abuse of authority and discrimination), the rights and obligations of staff members and the disciplinary process; (b) providing support to the Conduct and Discipline Officer to conduct briefings and training at UNAMA and UNMOGIP headquarters as well as at UNAMA provincial and regional offices and liaising and coordinating awareness-raising activities, especially in preventing sexual exploitation and abuse, with members of the United Nations country team; and (c) providing support to the Conduct and Discipline Officer in managing the Misconduct Tracking System.

110. Within the Mission's area of responsibility, the Conduct and Discipline Officer in 2007 and until May 2008 was able to conduct training in only 9 out of 18 regional and provincial offices, on standards of conduct, including preventing sexual exploitation and abuse, in addition to conducting regular briefings for new arrivals. This is because the Officer was required to accordingly schedule field visits and/or training contingent on the case/complaint load that required to be immediately addressed and/or investigated. In addition, the anticipated opening of six new provincial offices in UNAMA will require additional extensive field visits and training, and not to exclude potential activities of facilitating investigations in the provinces and regions as well as for UNMOGIP.

111. It is therefore proposed to establish an additional position at the National Officer level within the Conduct and Discipline Unit to carry out duties as National Programme Officer. The proposed position will be responsible for facilitating and coordinating trainings and briefings of Afghan national staff and serving as translator/interpreter for the Unit. It is anticipated that the proposed position will conduct training at regional and provincial offices of UNAMA.

Resident Auditor Unit

International staff: Increase of two new positions, one P-3 and one General Service (Other level)

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Sub-total**	*Field/Security Service*	*General Service*	**Total inter-national**	*National Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2008	—	—	—	—	—	1	—	—	1	—	—	1	1	1	—	3
Proposed 2009	—	—	—	—	—	1	1	—	2	—	1	3	1	1	—	5
Change	—	—	—	—	—	—	1	—	1	—	1	2	—	—	—	2

112. The Resident Auditor Unit is primarily responsible for the internal oversight of the financial and operational activities of UNAMA covering offices located in Kabul, the regional and provincial offices in Afghanistan and its liaison offices in Dubai, Islamabad and Tehran. The Unit, established in 2004, is under the Office of Internal Oversight Services (OIOS).

113. Presently, the Resident Auditor Unit is composed of one international and two national positions. With the anticipated expansion of the Mission, inclusion of development and political outreach activities in the countryside, and the opening of six additional provincial offices, the scope of work of the Resident Auditor Unit will likely be expanded. Based on the OIOS 2008 to 2010 Risk Assessment of UNAMA, the field work will include frequent visits to regional and provincial offices. Despite the fact that most of these offices are exposed to high risk-taking activities, no audit has been conducted on the regional/provincial level mainly owing to insufficient capacity. In order to strengthen the Unit, it is therefore proposed to establish the following additional positions:

(a) Audit Officer: at the P-3 level, the proposed position will be responsible for assisting the Chief Resident Auditor and for carrying out duties as his/her Deputy in the fieldwork visitation and audit examination of regional and provincial offices. UNAMA offices currently include headquarters in Kabul, regional/provincial and liaison offices in 21 locations covering the areas of Afghanistan, Tehran, Islamabad and Dubai;

(b) Administrative Officer: at the General Service (Other level), the proposed position will be responsible for conducting continuous fieldwork in regional offices, covering 21 locations and assisting in the audit of headquarters offices and conducting risk assessments, which would cover all the activities of UNAMA.

E. Mission Support

114. UNAMA's Mission Support remains committed to providing efficient administrative and logistics support to the Mission headquarters in Kabul and to the regional and provincial offices. The 2009 plan would take into consideration the expectations on UNAMA to deliver its sharpened mandate which requires consolidation and expansion of operations of the existing eight regional and nine provincial offices and the opening of six new provincial offices.

115. To the extent possible and as the Mission expands to new locations, Mission Support will remain committed to optimizing the reduction of the high cost of construction, operations and maintenance by entering into common services agreements with other United Nations system agencies. The multi-agency compounds in Herat, Islamabad, Tehran and the United Nations Operations Centre in Afghanistan are evidence of such success. The Mission will continue to explore such cost-cutting opportunities.

116. **Vacancy factor**. UNAMA Mission Support will also remain committed to expedite the recruitment process of both international and national staff. It will extend its full support to continue an aggressive recruitment campaign in order to lower the level of vacancies in the Mission. In this connection, vacancy rates of 25 per cent for international staff, 15 per cent for national staff, 15 per cent for

United Nations Volunteers, 25 per cent for civilian police, and 15 per cent for military observers have been applied in estimating salaries and related costs for 2009.

117. **Staff recruitment**. UNAMA intends to embark on an aggressive recruitment strategy in 2009. Rosters of candidates will be created in the third quarter of 2008 and a significant number of staff will be recruited as soon as proposed positions have been approved. Staff for new offices would initially be based in Kabul or in the regional offices for predeployment, training and familiarization, and later deployed to the field offices as soon as the facilities are ready.

118. **Ground fleet**. The Mission's current ground fleet is intended to undergo a major change to meet the current and anticipated operational requirements. With the backdrop of the deteriorating security situation in Afghanistan, the soft-skin vehicles have proven to be unsafe for transporting staff members. It is therefore proposed to introduce a plan which would entail phasing out all soft-skin vehicles and replacing them with B-6 armoured vehicles over a three-year period (2008-2010). The first phase of the replacement plan started in 2008 with the acquisition of 24 additional armoured vehicles. Further, it is proposed to procure 177 armoured vehicles in 2009 while the balance will be replaced in the year 2010. Afghanistan does not yet have a robust capability to outsource vehicle maintenance and repairs. For the foreseeable future, UNAMA must maintain an in-house capability to service and repair the vehicle fleet using international staff as mechanics in a supervisory role.

119. **Air fleet**. The Mission's current air fleet of aircraft is also intended to be enhanced and adjusted in 2009. The Mission plans to retain one Beech 200 and three MI-8 helicopters and to replace the existing B-1900 with a more efficient and passenger-friendly aircraft CL-600, which is considered better suited for the operational requirements of UNAMA. In addition, it is proposed to incorporate one additional fixed-wing aircraft to the fleet in order to facilitate the extensive travel of the Special Representative of the Secretary-General within the Mission area, including Dubai, Islamabad and Tehran, and to enhance the Mission's medical evacuation capabilities. It is also proposed to incorporate one additional rotary-wing aircraft with search and rescue capabilities to provide logistical support and medical evacuation capabilities in austere locations and at high altitude.

120. **Communications infrastructure**. The Mission's communication infrastructure has been unable to keep pace with new technical advances as resources invested have been retained at a minimum level since the inception of the Mission. A major upgrading of the infrastructure is therefore proposed in 2009, by replacing existing old equipment which has been rendered obsolete owing to the advances in technology. It is also proposed to increase the capacity of the Communications and Information Technology Section at the Mission to support the implementation of the standardization and modernization plan.

121. **Infrastructure**. To the extent possible, UNAMA Mission Support will remain committed to the "field first" policy as introduced by the Head of the Mission in 2007 and to improve the living as well as working conditions in the regional and provincial offices. In this connection, it is proposed to initiate the construction and setting-up of staff accommodations in new provincial offices in 2009. Similarly, staff accommodation units at the United Nations Operations Centre in Afghanistan

complex in Kabul are intended to be expanded to house 100 additional staff members working for UNAMA.

122. **Energy and water supply**. Afghanistan remains underdeveloped in the area of reliable and stable electrical power. In this regard, all UNAMA installations are required to be self-sufficient in power generation and electrical distribution as well as in water supply and fuel reserve for the ground and air fleet and for generators. In practice, this requires all sites to have a primary generator and a secondary backup in addition to a full complement of spares and fuel. All sites are required to have their own independent source of clean water and the capability of distribution throughout the compound.

123. **Training of staff**. The Training Section has completed a comprehensive list of courses and seminars that will be conducted either in-house or in locations outside the Mission area in 2009. Training opportunities have a direct impact on staff morale and welfare, personal growth and career advancement for the Mission staff.

124. **Security training**. The proposed resources for security training are in line with the programme required for the Mission within the United Nations-Afghanistan Security Management System. UNAMA has a large footprint in Afghanistan and the risk for staff and their operations in all the regions continues to increase. The upcoming elections (the registration process is planned to start in October 2008) and the implementation of the Mission's recently sharpened mandate, based on the expansion of operations, require a comprehensive security training programme. In addition, current threat warnings stated by local and global jihadist groups against the United Nations require that the training of the members of the Security Management System in Afghanistan be enhanced, updated and taken from a comprehensive concept based on the following principles:

(a) To provide specific training to all the bodies who are part of the United Nations Security Management System in country (in which UNAMA has the main role) in order to prepare them to perform their security-related duties;

(b) To provide specific training for security professionals and assistants (members of the Department of Safety and Security-Afghanistan integrated structure throughout the country, of which international and national staff members are the vast majority). This specific training will be oriented to improve the knowledge and performance of these professionals and assistants to operate in the extreme volatile and complex operations scenario;

(c) To provide specific training to international and national civilian staff members. In this regard, the Security Training Programme will provide constant awareness training based on the updated assessment of the risks at the national and regional levels and on the nature of their functions;

(d) To provide all international and national staff members with the Safe and Secure Approach to Field Environments Training Package for the country. The highest risks for United Nations staff and operations in Afghanistan are abduction, collateral damage owing to proximity to attacks against other targets, direct attack by local or global jihadist groups and direct attack owing to factional problems;

(e) To provide external and internal training, as well as in-country training by external trainers both internally from the United Nations and outside of the United Nations system. One of the anticipated internal training conducted by external instructors is the Department of Safety and Security-Headquarters Training of Trainers to prepare and reinforce security officers to continue the implementation of the Safe and Secure Approach to Field Environments Training Package for Afghanistan.

125. **Staffing levels**. The approved staffing level for UNAMA Mission Support is currently 374 positions. The establishment of 23 additional positions is proposed for Mission Support in 2009, bringing the proposed level to 397 positions.

126. The following paragraphs detail the proposed staffing changes in the Administration.

Office of the Chief of Mission Support (formerly Office of the Chief Administrative Officer)

International staff: Increase of one P-4 (new)

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Sub-total***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	1	—	—	—	—	**1**	—	1	**2**	—	1	—	**3**
Proposed 2009	—	—	—	1	—	1	—	—	**2**	—	1	**3**	—	1	—	**4**
Change	—	—	—	—	—	**1**	—	—	**1**	—	—	**1**	—	—	—	**1**

127. The Office of the Chief of Mission Support is primarily responsible for the implementation of the Mission's mandate by providing the necessary managerial, logistical and administrative support, including areas such as budget, finance, human resources management, general services and logistics. It was established to act as principal adviser to the Head of Mission on all matters pertaining to administrative and technical support. It will continue to plan, organize, implement, manage and oversee the activities of all logistical and administrative support operations by providing guidance and support and supervision to senior administrative and logistics staff to facilitate the successful and efficient implementation of the Mission's mandate.

128. Currently, an administrative officer position does not exist in the Office. It is considered; however, an essential requirement to ensure smooth and effective operations of this Office. An Administrative Officer will report directly to the Chief of Mission Support and provide administrative support in coordinating with section chiefs including the most needed and important liaison function between Mission Support and the regional and provincial offices. It is therefore proposed to establish an additional position at the P-4 level within the Office of the Chief of Mission Support.

Air Safety Unit

International staff: Increase of one P-4 (new)

	Professional category and above									General Service and related categories			National staff			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Sub-total**	*Field/ Security Service*	*General Service*	**Total inter-national**	*National Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2008	—	—	—	—	—	—	—	—	—	1	—	1	1	—	—	2
Proposed 2009	—	—	—	—	—	1	—	—	1	1	—	2	1	—	—	3
Change	—	—	—	—	—	**1**	—	—	**1**	—	—	**1**	—	—	—	**1**

129. The Air Safety Unit is primarily responsible for advising the Chief of Mission support on all aviation safety-related activities. It implements the Aviation Safety Programme and suggests remedial measures, including the plan to implement the UNAMA Accident Prevention Programme. It also prepares the Mission Emergency Response Plan and from time to time carry out the Plan's Table Top Exercise. It also undertakes activities to promote safety awareness among all sections of the Mission. It is responsible for maintaining and processing the observed hazard and aircraft occurrence reports, including investigation of all aircraft incident/accident in the Mission area and for carrying out the flight monitoring and risk assessment of all the airfields and helipads maintained by UNAMA throughout the Mission area.

130. The Mission's air fleet, for which the Air Safety Unit is also responsible, is currently composed of three rotary-wing and two fixed-wing aircraft. In view of the anticipated increase in air travel owing to expanded operations of the Mission as well as the opening of 6 new provincial offices for a total of 15 provincial offices and 8 regional offices, it is proposed to enhance the Mission's air fleet with the addition of one fixed-wing and one rotary-wing aircraft, and the replacement of one fixed-wing. Air assets will be based in three locations, Kabul, Kandahar and Herat.

131. At present, whenever the Air Safety Officer is absent, no coverage for his/her absence is possible and the duties and responsibilities of the position are delegated to the Chief of Air Operations or to the Movement Control Officer. In addition, in view of the volatility and increasing deterioration of security in the southern, south-eastern, and eastern regions of the country, which also appears to bring deterioration in the northern region, an additional international safety officer will be required to provide a more comprehensive coverage. Presently, the existing Aviation Safety Officer is required to queue trips to the field offices and landing sites. In this connection, flights are frequently cancelled until the Aviation Safety Officer has the time to visit and inspect landing sites affected by deteriorating conditions resulting from close proximity to certain areas where military activities take place and/or deteriorating conditions resulting from overuse/inappropriate use of the landing strips by other aircraft.

132. In view of the above and of the anticipated expansion of the air fleet and the increased air operations, it is proposed to establish one additional position at the P-4 level to carry out duties as Aviation Safety Officer. The proposed position will be responsible for: (a) implementing the Accident Prevention Programme; (b) investigating related competencies, including conducting thorough investigation and analysis in support of all air operations, including identifying gaps in safety measures; (c) implementing a preventive methodology proactively engaging in preventive planning and management; (d) effectively engaging with internal and external stakeholders concerning Aviation Safety protocol; (e) implementing risk assessment, including assessing and mitigating risk exposure for staff members travelling with UNAMA aircraft, United Nations Humanitarian Air Service aircraft, and commercial aircraft; and (f) carrying out coordination by effectively managing relationships with other sections of UNAMA.

Office of Technical Services

International staff:	***Increase of one Field Service (new); redeployment of one Field Service from the Surface Transport Section***
National staff:	***Redeployment of one Local level from the Surface Transport Section***
United Nations Volunteers:	***Redeployment of one United Nations Volunteer from the Surface Transport Section***

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	1	—	—	—	**1**	—	—	**1**	—	1	—	**2**
Proposed 2009	—	—	—	—	1	—	—	—	**1**	2	—	**3**	—	2	1	**6**
Change	—	—	—	—	—	—	—	—	—	**2**	—	**2**	—	**1**	**1**	**4**

133. The Office of Technical Services is primarily responsible for technical support and logistics operations in the Mission area. It is also responsible for: (a) providing overall planning and coordination of operations and resources of various units under its umbrella; (b) exercising managerial and supervisory control over all logistics support; (c) developing, preparing, coordinating and monitoring logistics plans, including resource requirements; (d) liaising with Headquarters in New York on logistics requirements; (e) preparing the Mission Support Plan and Mission Expansion Plan specifically on technical support; (f) reviewing standard operating procedures; and (g) managing common service agreements with several United Nations system agencies at the United Nations Operations Centre in Afghanistan complex at headquarters in Kabul.

134. The magnitude of funding involved in the fuel operations of the Department of Peacekeeping Operations has drawn attention from the legislative bodies, including OIOS, emphasizing the need for proper management and monitoring of fuel as well as the establishment of more stringent internal controls in order to reduce the exposure of UNAMA to potential financial risks. It is therefore proposed to restructure the Fuel Cell and redeploy the Unit from the Surface Transport Section directly to the Office of Technical Services. The proposed redeployment of the Unit

would entail movement of staff, namely one Field Service staff, one United Nations Volunteer, and one Local level staff.

135. The Fuel Cell initially was established under the Surface Transport Section in 2007 to manage the fuel operation of the Mission. These operations are currently scattered over 18 locations, including headquarters in Kabul and 8 regional and 9 provincial offices, and 6 additional locations are anticipated in 2009. The current responsibility of the Fuel Cell Unit in UNAMA is limited to the ground transport fuel of the Mission. UNAMA, however, intends to consolidate the fuel management of all three areas, namely ground transport, air transport, and generators, under the Fuel Cell Unit, which is expected to result in a significant increase of responsibilities and accountability as well as a substantial increase of the workload and oversight activities.

136. It is therefore proposed to establish an additional position in the Field Service category to carry out duties within the Fuel Cell Unit. The proposed position will be responsible for, inter alia: (a) preparing the strategic analysis of fuel requirements and identifying the quantity of fuel, oil and lubricants required to support operations at the Mission; (b) ensuring that requisitions are prepared in a timely fashion and, once approved, implementing the requirements for the purchase of fuels, oils and lubricants; (c) monitoring the expenditures; (d) raising requisitions for the purchase of fuel equipment and monitor the related purchase orders and modifications; (e) ensuring that fuel usage by vehicles, generators, by locations are monitored and reporting any major anomalies or inconsistencies of fuel consumption to the Chief Technical Services; and (f) undertaking a weekly reconciliation of fuel receipts and issues in order to confirm that fuel is not being misappropriated.

Engineering Section

International staff: *Increase of one P-3 (new)*

National staff: *Increase of four Local level (new)*

United Nations Volunteers: *Increase of one United Nations Volunteer (new); redeployment of seven United Nations Volunteers to the regional office structure*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	**Total inter-national**	*National Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2008	—	—	—	—	—	1	—	—	**1**	3	—	**4**	2	39	15	**60**
Proposed 2009	—	—	—	—	—	1	1	—	**2**	3	—	**5**	2	43	9	**59**
Change	—	—	—	—	—	—	**1**	—	**1**	—	—	**1**	—	**4**	**(6)**	**(1)**

137. The Engineering Section is primarily responsible for construction and maintenance of United Nations premises, facilities management, provision of office space and living accommodations in Kabul and the regional and provincial offices. It also provides electrical power, generators, air-conditioning and heating units, domestic water supply, sewage disposal and environmental control to the Mission's

office and accommodation units. The Electrical Cell is responsible for the provision of electrical power to all United Nations facilities, including installation and maintenance, while the Generator Cell provides generators, including installation and maintenance and repair. The generators operate around the clock in the Mission area as the Government-provided electricity supply remains scarce in Afghanistan. The heating, ventilation and air-conditioning (HVAC) Cell is responsible for providing air-conditioning, heating and ventilation to buildings at all sites, including maintenance and repair.

138. In view of the anticipated expansion of UNAMA to the field and the resulting requirement to manage electricity, generators, air-conditioning, heating and ventilation in various locations in Kabul, as well as in all regional and provincial offices, it is proposed to establish one additional position at the P-3 level to carry out duties as Chief of the Electrical and Mechanical Unit. The proposed position will be responsible for preparing acquisition plans for materials and equipment, cost estimates and budgets for the Unit, the Statement of Work, designing the electrical network, and preparing technical specifications and evaluation. The proposed position will also be responsible for managing and controlling the mechanical and engineering assets and preparing workplans, schedules and project proposals.

139. Most of the UNAMA international staff live in United Nations-provided accommodations. At the United Nations Operations Centre in Afghanistan compound, there are more than 120 accommodation units constructed and maintained by the Engineering Section. The construction of 133 additional units is proposed for 2009. Further, all provincial offices are expected to also have United Nations-provided accommodation. In addition, Common Services at the Operations Centre compound are managed by the Engineering Section and the related maintenance is carried out around the clock. Engineering operations at the Mission have been managed by intermittently hiring daily paid technicians and by payment of overtime for night duty mainly to cover surges in construction and maintenance activities. Further, Technician Units are required to cover around-the-clock operations by remaining on stand-by duty in facilities around Kabul, the regions and provinces during the day, during silent hours and on the weekends. It is therefore proposed to establish four additional Local level positions to carry out duties as follows: (a) two technicians for the HVAC Unit; (b) one technician for the Electrical Unit; and (c) one technician for the Generator Unit.

140. Further, the anticipated opening of six new provincial offices and the ever-increasing need for United Nations-provided accommodation for staff entails the need for additional staff to work on planning, designing and preparing project proposals for engineering projects, both new and renovations, on a continuing basis. It is therefore proposed to establish one additional United Nations Volunteer position to carry out duties as Engineer/Architect.

141. It is also proposed to redeploy seven United Nations Volunteer positions to the regional offices and include them under the regional office structure detailed in the present report.

Communications and Information Technology Section

International staff: *Increase of four Field Service (new)*

United Nations Volunteers: *Increase of one United Nations Volunteer (new)*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	**Total international**	*National Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2008	—	—	—	—	—	1	—	—	**1**	6	1	**8**	7	28	2	**45**
Proposed 2009	—	—	—	—	—	1	—	—	**1**	10	1	**12**	7	28	3	**50**
Change	—	—	—	—	—	—	—	—	—	**4**	—	**4**	—	—	**1**	**5**

142. The Communications and Information Technology Section is responsible for the provision of critical communications and information technology (IT) services to all UNAMA staff throughout the Mission area. The Section is also responsible for providing installation, operational, maintenance, and repair of telephone PABX terminals, MD-110, medium capacity, group switches, encrypted voice and facsimile devices, cordless mobile telephones and associated base stations (digital enhanced cordless telecommunications), and computerized telephone accounting and billing systems.

143. The IT Unit, a component of the Communications and Information Technology Section, provides administration and maintenance of Lotus Notes Domino servers and ensures availability of services to all customers. It also provides management and maintenance of the Department of Peacekeeping Operations applications, such as Galileo, Mercury, Sun System, JP Morgan Insight, and United Nations standard databases. In addition the IT Unit oversees the installation and maintenance of servers and backup data, including the data recovery and network security, at headquarters in Kabul, regional offices and provincial offices.

144. The Communications and Information Technology Section intends to restructure the Very Small Aperture Terminal (VSAT) satellite network by implementing Kabul as a VSAT hub for the regional offices. Major changes are therefore projected in delivering communication and information services in the regional offices as information technology shifts from the old topology to a new structure. In the old topology, voice and data were connected through the United Nations Logistics Base at Brindisi, Italy, and redirected to UNAMA in Kabul, and an Internet service was provided by the Logistics Base. In the new topology, regional offices will have a direct VSAT link to UNAMA in Kabul carrying voice and data, and Internet service will be delivered by local Internet service providers, instead of the Logistics Base.

145. In view of the anticipated restructuring of the VSAT network, as detailed above, it is proposed to establish four additional positions in the Field Service category within the Communications and Information Technology Section, as follows:

(a) One additional position to carry out duties of technician in the VSAT/Microwave Unit. The proposed position will be responsible for maintaining seven additional VSAT links between Kabul and the regional offices;

(b) One additional position to carry out duties of Telephone Technician in the Telephone Unit. The proposed position will be responsible for performing maintenance of voice connection service. When the Kabul Hub is fully implemented, regional offices will no longer have voice connection through the United Nations Logistics Base at Brindisi, Italy, instead direct voice connection to Kabul will be available;

(c) One additional position to carry out the duties of VHF/HF Radio Technician. The proposed position will be responsible for improving radio communications in the Mission and maintaining services to the users on a more regular basis. Radio transmission is a vital communication for security personnel as well as staff members in the Mission. Currently, the coverage of radio communications is poor owing to disturbance/interference at the site repeater;

(d) One additional position to be responsible for the maintenance of information technology equipment. With the anticipated increase of the number of regional offices, the Communications and Information Technology Section will be maintaining information technology services in 23 remote locations where Lotus Notes services will be required.

146. Information technology assets at the Mission have increased over the years and are expected to increase further due to both regional expansion and increase of the staffing strength. It is therefore proposed to establish one additional United Nations Volunteer position to be responsible for asset management. The proposed position will be responsible for, inter alia: (a) coordinating with sections' technical cells, regional IT representatives, and regional administrative officers to ensure adequate accountability of property; (b) evaluating stock levels and advising sections chiefs and/or technical units of requirements and surplus quantities of assets and related equipment; (c) codifying information and communications technology equipment; (d) confirming the correctness and accuracy of the inventory, physical verifications, stock takes and write-off procedures; and (e) overseeing the effective and timely movement of goods throughout the Mission area.

Supply Section

National staff: Increase of three Local level (new)

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	—	—	—	1	**1**	1	—	**2**	—	4	—	**6**
Proposed 2009	—	—	—	—	—	—	—	1	**1**	1	—	**2**	—	7	—	**9**
Change	—	—	—	—	—	—	—	—	—	—	—	—	—	**3**	—	**3**

147. The Supply Section is primarily responsible for providing effective and timely planning, oversight and coordination of supply support operations, managing the

procurement and supply of all UNAMA general supplies, as well as medical, security, fire safety, welfare and training assets and equipment and is also responsible for the inventory and management of all non-expendable and expendable United Nations-owned equipment.

148. In view of the increased workload associated with the anticipated expansion of the Mission, the opening of new provincial offices, and a total of 151 United Nations-provided accommodation units in 2008 and the projected additional 133 units in 2009, it is proposed to establish three additional positions at the Local level to carry out duties as Supply Clerks/Handymen. The proposed positions will be responsible for, inter alia: (a) registration of requests received, preparations of goods/materials to issue and cargo manifest accordingly; (b) unloading incoming goods and equipment to hold in stock (including general supplies, security and fire safety, welfare and medical equipment/supplies); (c) assisting to provide receipt and inspection, identifying damages/discrepancies, providing assembling and repair of office and accommodation furniture; and (d) assisting the Warehouse Manager and the Property Control and Inventory Unit to conduct periodical inventory check and verification of non-expendable and expendable unit stock.

Surface Transport Section

International staff:	*Redeployment of one Field Service to the Office of Technical Services (Fuel Cell Unit)*
National staff:	*Redeployment of one Local level to the Office of Technical Services (Fuel Cell Unit)*
United Nations Volunteers:	*Redeployment of one United Nations Volunteer to the Office of Technical Services (Fuel Cell Unit)*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	—	1	—	—	**1**	6	—	**7**	2	98	3	**110**
Proposed 2009	—	—	—	—	—	1	—	—	**1**	5	—	**7**	2	97	2	**107**
Change	—	—	—	—	—	—	—	—	—	**(1)**	—	—	—	**(1)**	**(1)**	**(3)**

149. The Surface Transport Section is primarily responsible for providing cost-effective maintenance of the Mission's vehicular fleet and assets. It is also responsible for management of the Section's budget and the provision of technical advice to the Chief of Mission Support through the Chief of Technical Services on ground transport matters. In addition, the Section will continue to perform other essential functions such as development of transport standard operating procedures and conduct driver training and testing for national staff and driver testing for international and military personnel. The Section also provides effective vehicle maintenance in six regional offices and at headquarters in Kabul.

150. It is, however, proposed to redeploy the Fuel Cell Unit directly to the Office of Technical Services. The Fuel Cell Unit should be carrying out functions independently of any of its end-users and report directly to the Office of Technical Services. The existing positions within the Fuel Cell Unit are proposed to be redeployed to accomplish the restructuring.

Air Operations/Movement Control Section

National staff: Increase of three new positions, one National Officer and two Local level

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Sub-total**	*Field/Security Service*	*General Service*	**Total international**	*National Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2008	—	—	—	—	—	1	1	—	**2**	2	—	**4**	3	19	—	**26**
Proposed 2009	—	—	—	—	—	1	1	—	**2**	2	—	**4**	4	21	—	**29**
Change	—	—	—	—	—	—	—	—	—	—	—	—	**1**	**2**	—	**3**

151. The Air Operations/Movement Control Section (MovCon) is responsible for providing safe, cost-effective, reliable and uninterrupted air services to the Mission.

152. In order to improve the flow of shipments to UNAMA by minimizing delays in their processing and release, it is proposed to establish one additional position at the National Officer level to carry out duties as Custom Officer and to deal with custom clearance of shipments delivered to Afghanistan. The proposed position will be responsible for assisting in securing clearances from different ministries of the Government of Afghanistan to release UNAMA cargo in a timely fashion.

153. It is also proposed to establish two additional positions at the Local level to carry out duties as cargo handlers/loaders to support the loading and unloading of cargo on to planes/vehicles on a routine basis. These services were previously performed by individual contractors during the last three years, but are continuously required by MovCon to maintain a smooth operation. Additional positions will help reduce the extra workload currently experienced. Further, with the anticipated opening of six provincial offices, the services to be provided by the proposed two additional positions will be essential to MovCon in ensuring timely support to provincial offices.

Geographic Information Section

International staff: *Increase of one P-3 (new)*

United Nations Volunteers: *Increase of one United Nations Volunteer (new)*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Sub-total**	*Field/Security Service*	*General Service*	**Total international**	*National Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2008	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Proposed 2009	—	—	—	—	—	—	1	—	**1**	—	—	**1**	—	—	1	**2**
Change	—	—	—	—	—	—	1	—	**1**	—	—	**1**	—	—	**1**	**2**

154. It is proposed to establish a Geographic Information Section to provide timely and accurate information in the form of maps and dynamic geographic information tools. The Section will be responsible for: (a) coordinating and strengthening

cooperation with ISAF for the exchange of base geographic information and mapping in operational areas; (b) preparing the necessary background geographic information on administrative districts as well as local and United Nations logistic network information to enable the planning of the electoral process through the Afghan Independent Electoral Commission; (c) supporting safety and security activities to increase security awareness, enable safety precautionary measures (evacuation plan) and provide necessary tools for the staff evacuation plan; (d) supporting the monitoring of human rights and action of rule of law and facilitating the identification of priority humanitarian areas; (e) providing training to civilian staff of the Mission in using global positioning system (GPS) devices and other kinds of geographic information related training; and (f) increasing the situation awareness and access to geographic information and mapping capabilities through a secure website.

155. It is further proposed to establish one additional position at the P-3 level to carry out duties as Chief of the Geographic Information Section. The proposed position will be under the direct supervision of the Chief of Technical Services and will be responsible for coordinating all the geographic information activities as the Mission focal point on geographic information matters with users, providers and partners such as Mission management, offices and staff members as well as the Cartographic Section at Headquarters in New York, the United Nations Logistics Base at Brindisi, Italy, the Geographic Information System Centre, United Nations system agencies, ISAF, the Afghanistan Information Management Service, and others.

156. It is further proposed to establish one additional United Nations Volunteer position to assist the Chief of the Geographic Information Section. The proposed position will be responsible for: (a) operating and maintaining the Section's systems; [illegible]) carrying out maintenance of the geo-database (ArcSDE (spatial database engine), Structured Query Language, relational database management system), integration of GPS data, imagery processing and spatial analysis; and (c) ensuring the dissemination of geographic information and mapping products to the Mission via Internet/Intranet as well as providing GPS training to Mission staff.

Personnel Section

International staff:	*Increase of two Field Service (new); reclassification of one P-2 to P-3; redeployment of one P-3 to the Staff Counselling/Welfare Unit*
National staff:	*Increase of one Local level (new); redeployment of one Local level to the Staff Counselling/Welfare Unit*
United Nations Volunteers:	*Abolition of one United Nations Volunteer; redeployment of two United Nations Volunteers to the Staff Counselling/Welfare Unit*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Sub-total**	*Field/Security Service*	*General Service*	**Total international**	*National Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2008	—	—	—	—	—	1	2	1	**4**	2	1	**7**	3	6	4	**20**
Proposed 2009	—	—	—	—	—	1	2	—	3	4	1	**8**	3	6	1	**18**
Change	—	—	—	—	—	—	—	**(1)**	**(1)**	**2**	—	**1**	—	—	**(3)**	**(2)**

157. The Personnel Section is responsible for the effective management of the Mission's human resources, including recruitment and staff retention, provision of guidance to staff on contractual arrangements and entitlements, performance management, and career development, among other duties.

158. In view of the anticipated increase of workload in the Personnel Section and the additional responsibilities of the Staff Counselling and Welfare Unit resulting from the opening of six additional provincial offices and the recruitment of new staff, it is proposed to redeploy the Staff Counselling and Welfare Unit directly to the Office of Administrative Services. The proposed redeployment of the Unit would entail movement of its existing staff, namely one P-3 position, two United Nations Volunteers, and one Local level staff. Further, it is proposed to strengthen the staffing of the Personnel Section in order to enable Mission Support to have an enhanced capacity to support the anticipated staff increase in the Mission in 2009.

159. The International Staff Administration Unit within the Personnel Section is responsible for the staff administration, including managing entry/separation procedures, contractual status, obligations, benefits, entitlements (including travel on leave such as home leave/family visit/travel allowance), education grant and education grant travel, verification of personal documents, performance evaluation and extension of appointments. In this connection and in view of the anticipated recruitment of additional international staff in 2009, it is proposed that this Unit be headed by a Human Resources Officer at the P-3 level through the reclassification of an existing position at the P-2 level to the P-3 level to head the International Staff Unit.

160. It is also proposed to abolish one existing United Nations Volunteer position and replace it with the establishment of one additional position in the Field Service category in the same Unit. The position is responsible for monitoring time and attendance records for over 477 international staff, involving verification of mission subsistence allowance and hazard pay valued over $1.8 million per month.

161. It is also proposed to establish one additional position in the Field Service category to carry out duties in the National Staff Unit. The Unit is responsible for the recruitment and administration of local staff. The proposed position will be responsible for supervising National Officers and Local level staff in the Unit.

162. It is further proposed to establish one additional position at the Local level to carry out duties related to time and attendance and the processing of medical insurance plan claims.

Staff Counselling/Welfare Unit

International staff:	*Increase of one P-4 (new); redeployment of one P-3 from the Personnel Section*
National staff:	*Increase of one National Officer (new); redeployment of one Local level from the Personnel Section*
United Nations Volunteers:	*Redeployment of two United Nations Volunteers from the Personnel Section*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Sub-total**	*Field/ Security Service*	*General Service*	**Total international**	*National Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2008	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Proposed 2009	—	—	—	—	—	1	1	—	**2**	—	—	**2**	1	1	2	**6**
Change	—	—	—	—	—	**1**	**1**	—	**2**	—	—	**2**	**1**	**1**	**2**	**6**

163. The Staff Counselling Unit is currently part of the Personnel Section. However, in view of the anticipated increase in workload in the Personnel Section and the additional responsibilities of the Staff Counselling and Welfare Unit resulting from the opening of six additional provincial offices and the recruitment of new staff, it is proposed to redeploy the Staff Counselling and Welfare Unit as a separate entity in the Office of Administrative Services. The proposed redeployment of the Unit would entail movement of its existing staff, namely one P-3 position, two United Nations Volunteers, and one Local level staff.

164. The Staff Counselling/Welfare Unit implements a wide range of psychosocial services for the staff of the Mission and their dependants, including: (a) ongoing assessment of staff psychological needs; (b) individual and group counselling sessions; (c) rapid response to critical incidents through immediate deployment of counsellors to the areas where incidents occur; (d) regular visits to field offices; (e) managerial consultations and technical advice to Mission managers and staff on stress mitigation; (f) training and workshops on stress-related problems and conduct focus group discussions; (g) facilitation of a peer-helpers cell; (h) education programmes on the psychological aspects of infectious disease; and (i) addressing post-conflict trauma for national staff associated with 30 years of war and deprivation. The Unit also schedules and conducts regular visits to every regional and provincial office at least three times a year. A regular 3-day field visit programme includes assessment of staff psychosocial needs, group and individual counselling sessions, training/workshops, managerial consultations to heads of office, regional administrative officers, medical doctors, and peer helpers. Since the Mission has regional and provincial offices, the aforementioned schedule of field visits requires that two Staff Counsellors (P-3 and UNV positions) travel to the field offices during 306 working days, while one Counsellor focus on three UNAMA compounds in Kabul.

165. Demands on the Staff Counselling/Welfare Unit have increased not only owing to the deterioration of the general security situation and the unavailability of other professional counselling centres in the country, but also owing to the recruitment and deployment of additional staff to new offices. In order to address the growing demands of support services, and in line with the Department of Safety and Security

Critical Incidents Stress Management Unit's recommendations, it will be required to strengthen the Staff Counselling/Welfare Unit in order to provide services to currently more than 1,200 UNAMA national staff members in Kabul and the regions, as well as their 4,000 dependants, in addition to the international staff.

166. According to statistics from the Department of Safety and Security, incidents and threats faced by the Mission have tripled since 2005 and have increased by 25 per cent since 2007. Until August 2008, 530 staff received counselling and 10 field visits of 2-3 days were conducted. Field visits have been reduced since the counselling staff is forced to stay in Kabul to attend to the high level of demands from incidents in the Kabul area. With staff now deployed in 8 regional offices and proposed for 15 remote and exposed provincial offices, staff counsellors are required to visit, at least four times a year, each of the field offices for 2-3 days for maximum impact and relief. It is therefore proposed to establish one additional position at the P-4 level to carry out duties as Senior Staff Counsellor and to coordinate all activities provided by the Staff Counselling/Welfare Unit.

167. It is further proposed to establish one additional position at the National Officer level to carry out duties as National Counsellor. The proposed position will be responsible for addressing sensitive issues which national staff members find difficult to discuss with international counsellors and to conduct counselling and training/workshops, without the interference of interpreters, in order to help those who have difficulty with the English language, particularly in the regions.

Medical Service Section

International staff: Increase of one P-3 (new); reclassification of one P-5 to the P-4 level

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Sub-total**	*Field Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	1	—	—	—	**1**	—	—	**1**	3	9	6	**19**
Proposed 2009	—	—	—	—	—	1	1	—	**2**	—	—	**2**	3	9	6	**20**
Change	—	—	—	—	**(1)**	**1**	**1**	—	**1**	—	—	**1**	—	—	—	**1**

168. The Medical Service Section is primarily responsible for the provision of health care to all UNAMA international and national staff and their dependants that meets internationally recognized standards. It was established to provide accessibility of medical facilities and services to all staff in Kabul and in the regions. It supports continuity of medical care between the different levels of facilities in Afghanistan and the regional medical centres outside Afghanistan. It also integrates and preserves the local, national and United Nations medical infrastructure and system to maximize utilization of medical resources in a cost-effective manner. The Medical Service Section also provides and will continue to provide medical care and services to non-UNAMA United Nations staff and their dependants in Kabul and in the regions on a cost-recovery basis.

169. It is proposed to reclassify downwards an existing position at the P-5 level carrying out duties as Chief Medical Officer to the P-4 level in order to better reflect

the level of responsibilities at the Mission and to conform to other missions of similar size and number of staff.

170. A delegation of the Medical Support Section of the Medical Services Division headed by the Chief of the Medical Support Section of the Specialist Support Service of the Logistics Support Division conducted a medical readiness inspection tour of the Mission between 16 and 23 August 2008 and assessed that the Mission is underprepared for the demands of command and control of the Mission's medical resources and support to the staff. This is all the more critical with the ongoing expansion of UNAMA, which includes a large number of additional staff mostly deployed to 11 remote field offices in high-risk areas with minimum medical support, in most cases only in extremis support from ISAF. The delegation concluded that, given the critical nature of the Mission (unstable security situation) and the enormous challenges UNAMA faces in medical logistics management and the provision of medical support to Mission staff, the Mission is required to enhance its medical personnel.

171. It is therefore also proposed to establish an additional position at the P-3 level to carry out duties as Medical Officer to ensure appropriate approval and decision-making authority for the Medical Service Section in the absence of the Chief Medical Officer and to provide full coverage of the medical requirements of the Kabul office by using proper rotation and shifts of medical doctors and nurses. The proposed position will also be responsible for: (a) ensuring that medical support services are provided to the regional and provincial offices, including availability of supplies and proper functioning of medical equipment; (b) visiting regularly the regional and provincial offices to ensure standards are met for the severe conditions of service in the field; (c) authorizing and conducting medical evacuations in case of an emergency from either security incident or pandemic; and (d) training medical staff and civilian staff in provincial offices on emergency preparedness response.

Training Section

National staff:	*Increase of one Local level (new)*
United Nations Volunteers:	*Increase of one United Nations Volunteer (new)*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Sub-total***	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	—	—	1	—	**1**	—	—	**1**	2	1	1	**5**
Proposed 2009	—	—	—	—	—	—	1	—	**1**	—	—	**1**	2	2	2	**7**
Change	—	—	—	—	—	—	—	—	—	—	—	—	—	**1**	**1**	**2**

172. The Training Section is primarily responsible for mandatory training, general United Nations capacity-building training sessions, online training courses, out-of-mission training courses and support for the external consultants to train UNAMA staff in the Mission area. The Section was established to fulfil the requirements and specifications of the capacity-building plan of the UNAMA

mandate. It will continue to search appropriate methods and alternative strategies to contribute to skills development and knowledge improvement of all staff.

173. As English language skills are not mainstreamed among local staff, UNAMA intends to set up a twofold strategy to improve this situation. On the one hand, all mandatory training courses will be made available in the national languages. On the other hand, with an aim to ensure capacity, additional English language training will be facilitated to all national staff members. In this connection, it is proposed to establish the following additional positions within the Training Section:

(a) Training Assistant: at the Local level, the proposed position will be responsible for carrying out duties to support the Integrated Mission Training Centre. The training goals of the Centre have multiplied with the inclusion of mandatory training in the Human Resource Action Plan. The Mission training cell is therefore developing and delivering the mandatory online courses in the national language. Training courses such as HIV/AIDS Awareness not yet online are also delivered in the national language. The proposed position will therefore be responsible for providing these courses in the national language in all the regional and provincial offices;

(b) Teacher of English as a Foreign Language: as a United Nations Volunteer, the proposed position will be responsible for carrying out duties at headquarters in Kabul and for supporting capacity-building of the national staff in the English language. English language teachers hired by the Mission over the past six years have been independent contractors with no formal training in the Test of English as a Foreign Language (TOEFL). They have had limited success in bringing support staff such as drivers, engineering workers and security assistants, to minimum standards of comprehension. The proposed position will also help to build the capacity of the national staff in drafting and presentation skills.

General Services Section

United Nations Volunteers: Increase of one United Nations Volunteer (new)

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Sub-total**	*Field/ Security Service*	*General Service*	**Total international**	*National Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2008	—	—	—	—	—	1	1	—	**2**	6	1	**9**	1	19	3	**32**
Proposed 2009	—	—	—	—	—	1	1	—	**2**	6	1	**9**	1	19	4	**33**
Change	—	—	—	—	—	—	—	—	—	—	—	—	—	—	**1**	**1**

174. The General Services Section is primarily responsible for diplomatic mail and pouch operations, for the archiving and registry function, for travel operations, for claims and property survey action, for property control and inventory accountability, for the receipt and inspection of goods and services as well as for the disposal of assets within the Mission. Further, the General Services Section is responsible for the administration of accommodation provided by the United Nations and also administers the outsourced cleaning services of United Nations facilities at a total of

five locations in Kabul. It also administers the UNAMA Commissary, the Social Centre and the catering providers.

175. It is proposed to establish one additional United Nations Volunteer position to enhance records management and archive controls in the Pouch and Registry Unit. The proposed position will be responsible for training office assistants and field office personnel throughout the expanded Mission area in records management and tracking, proper document retention schedules and correct identification of records ready for archiving or disposal and for overseeing the review and consolidation of records currently stored in various locations.

F. Regional and provincial offices

176. The strength of UNAMA from its inception has been in the unique quality of its regional offices, which anchor the Mission's political knowledge, policy and coordination capability. Afghan interlocutors and international partners alike have requested the reinforcement of the UNAMA field presence, most recently in Security Council resolution 1806 (2008). Under the Bonn Agreement of December 2001, eight regional offices in Central Kabul, Kandahar, Herat, Mazar-e-Sharif, Jalalabad, Kunduz, Bamyan, and Gardez, and two provincial offices in Faryab (Maymana) and Badakhshan (Faizabad) were established. In the first two years under the Afghanistan Compact, adopted in January 2006, seven provincial offices were added in Zabul (Qalat), Nimroz (Zaranj), Ghor (Chaghcharan), Badghis (Qala-I-Naw), Kunar (Assadabad), Daikundi (Nile), and Khost (Khost Matun). In view of the Mission's new mandate, and the launch of the Afghanistan National Development Strategy, UNAMA intends to proceed with another measured expansion of its field presence.

177. Regional offices were requested to undertake, in close conjunction with their regional Department of Safety and Security counterparts, a risk assessment of a potential expansion of activities at the provincial level. In this connection, United Nations country team members have been consulted both in the regions and at headquarters in Kabul. A broader and stronger UNAMA provincial presence is expected to create and sustain synergies from activities of which United Nations system agencies, funds and programmes will benefit.

178. In its resolution 1806 (2008) the Security Council also requested that UNAMA and the Special Representative of the Secretary-General lead international efforts in specified areas through a strengthened and expanded presence throughout the country. The ISAF Provincial Reconstruction Team network now numbers 26. For the Mission, this presents a challenge of coordination as there are now such teams in nine provinces in which there is as yet no permanent UNAMA presence. With the current focus on subnational governance through the Independent Directorate of Local Governance, the Mission's focus of work will increasingly be at the provincial level.

179. Three additional factors have governed the proposal for a measured expansion. First, there is an emerging issue of equity in the reconstruction and development process, with certain relatively stable but highly impoverished provinces (especially in and around Hazarajat) receiving much less than their fair share of assistance. Secondly, there is an urgent need to respond to the imperatives of several countries that have invested heavily in certain provinces through their provincial

reconstruction teams for which a United Nations presence is considered to be of enormous importance in consolidating progress made. Thirdly, the Mission has been convinced by development and other civil society actors that the presence of UNAMA offices in these provinces will have a multiplier effect by attracting NGO activity.

180. Based on the assessment of the information and advice received from within the Mission and the international community, it is proposed to establish new provincial offices in two provinces in the north-eastern and northern regions of the country, in Pul-I-Khumri (Baghlan) and Sari Pul (Sari Pul). It is also proposed to establish two new provincial offices in the more volatile southern region, in Ghazni (Ghazni) and Tirin Kot (Uruzgan). As these four offices are consolidated, it is also proposed to establish two additional offices in Lashgar Gah (Helmand) and Farah Centre (Farah). Provision was made for these offices in the 2007 budget, but the openings were postponed. UNAMA now assesses that the situation in these provincial capitals has improved somewhat. With proper support, the situation may well allow for these openings to take place later in 2008. However, this proposal will be reviewed before taking any final decision.

181. The new provincial offices would contribute to: (a) increased UNAMA capacity to deliver field activities under its sharpened mandate; (b) stabilization and confidence-building effects in advance of elections; (c) strengthening of the Mission's outreach, profile and national reputation; (d) positive response to government and international requests; (e) catalytic impact multiplying the presence of United Nations agencies and NGOs; and (f) improved coordination with the Government of Afghanistan and provincial reconstruction teams.

182. It is proposed that the staffing of each new provincial office be composed of:

(a) One position at the P-3 level to carry out duties as Political Affairs Officer;

(b) One position at the P-2 level to carry out duties as Governance officer;

(c) One position at the National Officer level to carry out duties as Head of Office;

(d) One position at the National Officer level to carry out duties as National Governance Officer;

(e) One position at the Local level to carry out duties as Political Affairs Assistant;

(f) One position at the Local level to carry out duties as Programme/Field Assistant;

(g) One position at the Local level to carry out duties as Governance Assistant;

(h) Four positions at the Local level to carry out duties as radio operators;

(i) Three positions at the Local level to carry out duties as drivers;

(j) One position at the Local level to carry out duties as Information Technology Assistant.

183. It is intended to align the staffing level and capacity of the existing nine provincial offices to the above proposed structure by proposing the establishment of two additional positions at the P-3 level to carry out duties as Political Affairs Officers for the offices in Farah and Helmand, one additional position at the P-2 level to carry out duties as Governance Officer, one additional position at the National Officer level to carry out duties as National Governance Officer, two additional positions at the Local level to carry out duties as Governance Assistant and Information Technology Assistant for each of the existing 11 offices. Details of the distribution of positions by regional and provincial offices is reflected in annex B to the present report.

Substantive staffing of regional and provincial offices

International staff: Increase of 53 new positions, 13 P-4, 11 P-3, and 29 P-2

National staff: Increase of 112 new positions, 63 National Officers and 49 Local level (eleven positions as Security Assistants shown previously under the substantive element of the regional structure are now redeployed to and shown under the security element)

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field/ Security Service*	*General Service*	***Total international***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	1	7	28	33	10	**79**	—	—	**79**	67	132	—	**278**
Proposed 2009	—	—	—	1	7	41	44	39	**132**	—	—	**132**	130	186	—	**443**
Change	—	—	—	—	—	13	11	29	**53**	—	—	**53**	63	49	—	**165**

184. As part of the enhancement of the substantive organizational structure of regional and provincial offices, it is proposed to establish six additional positions at the P-3 level to carry out duties as Political Affairs Officers and as such to head provincial offices. The Mission's expected accomplishments in the provincial offices will be peacebuilding and good offices to reduce conflict at the provincial level, political analysis and guidance on conflict resolution to parties and groups at the national and subnational levels, close and regular interaction with duly elected representatives of provincial councils, governors and other community leaders, including local administration officials, strategic advice to national, regional and local authorities, participation in the effective implementation of the disbandment of illegal armed groups, technical advice in dealing with counter-narcotics-related issues, and protection and promotion of human rights.

185. It is further proposed to establish 15 additional positions at the P-2 level to carry out duties as Civil Affairs/Governance Officers in all provincial offices. In this connection, in order to ensure adequate coverage of the key priority areas identified in Security Council resolution 1806 (2008) and at the Paris Conference of June 2008, Political Affairs Officers at the P-3 level currently deployed to provincial offices will be joined by Civil Affairs Officers at the P-2 level with complementary areas of expertise. The strong and continuous presence of international staff is particularly critical given the increased challenges in coordination, outreach, and other identified priorities. Civil Affairs Officers will assist to more effectively work

with national staff in a manner that facilitates capacity-building of Afghan human capital.

186. In view of the isolated locations of these offices, substantive international staff members will be rotated back to their parent regional offices with a view to maintaining morale. The staff deployed to high-security-risk provincial offices will be rotated between provincial offices and their parent regional offices to ensure provincial deployments no greater than four weeks at a time for individual international staff. While national staff members are and will continue to serve as integral members of these offices, it has been recognized that there is a need for two substantive international positions to be attached to these provincial offices in order to ensure the continuous presence of at least one international staff member at all times to provide necessary support for national staff, particularly in handling politically sensitive issues where impartiality is paramount, in connection with human rights cases and in coordination with ISAF/provincial reconstruction teams.

187. The proposed additional positions are essential to the Mission's successful implementation of its mandate in the regions, including meeting current ongoing challenges and ensuring long-term sustainability of its efforts through enhanced capacity-development of national staff members.

188. In support of the professional officers, 15 positions at the National Officer level to carry out duties as National Governance Officers and 15 positions at the Local level to carry out duties as Governance Assistants are proposed for deployment to the provincial offices.

189. It is also proposed to deploy to the regional offices six additional positions at the P-2 level to carry out duties as Associate Political Affairs Officer. The proposed positions would provide support to regional offices owing to increased workload and would be based in Kabul, Mazar-e-Sharif, Kunduz, Bamyan, Jalalabad and Gardez. The main responsibilities of the proposed positions are: (a) to maintain contacts in the provinces, including liaising with provincial civilian government officials, regional military government officials and with the international community and with the Policy Advisory Group; (b) to contribute to the Mission's mandate to strengthen the emerging democratic institutions of the State; and (c) owing to the peculiarity of every region, province and district, to provide assistance and support and an analytical view to the heads of the offices.

190. It is also proposed to deploy to the regional offices eight additional positions at the P-2 level to carry out duties as Public Information Officers for Outreach. Currently, the Office of Communication and Public Information has limited capacity to reach out to the provinces with media activities. The Mission therefore requires dedicated support to lead outreach efforts in all parts of the country to meet the commitments of the Mission's new mandate. Afghanistan is a diverse country, with different language, political and cultural contexts in place in different parts of the country and it is essential that the Mission's outreach efforts are tailored to the needs of different regional audiences. Past media visits to regional offices have shown that public outreach efforts on the ground can play a key role in gaining public support for the work of the Mission in the region and thus contribute to achieving the Mission's overall objectives and improving the security of a regional office.

191. Existing staffing levels, however, are insufficient to ensure the required public visibility outside the capital, in particular to organize media visits to the regions on a regular basis, as existing staff are engaged with addressing daily media demands in Kabul. Further, the Mission currently has in place three positions at the National Officer level carrying out duties as National Information Officers in the regional offices (southern, eastern and central highlands regions) and is in the process of recruiting for the other regions. As the National Information Officers in the regional offices are the sole public information specialists in their office and need to work with minimal day-to-day supervision, it is essential that they receive daily guidance and regular training and mentoring from an international position. In this connection, the role of the Public Information Officer will be to provide training and guidance to the National Public Information Officers in the regions, supervise the production of specific information materials targeted at particular regions, such as regional newsletters on the work of United Nations system agencies, and to organize regular media visits and other outreach activities to United Nations projects outside Kabul.

192. Under the overall supervision of the Director of Communications and the direct supervision of the head of Office, the Public Information Officer for Outreach will be responsible for: (a) serving as the interface between the Mission's strategic communication and its public image at the regional, provincial and district level; (b) providing daily guidance and supervision to the National Information Officers in the regional offices; (c) tracking, researching and analysing public discourse issues in the various regions of Afghanistan and advising the Director of Communications and Spokesperson on relevant developments; (d) gathering information from diverse sources to assess news value and/or potential impact for all regions of Afghanistan; (e) writing, editing and producing information products targeted at specific regional audiences; (f) identifying key contacts/constituencies and opportunities for strategic partnerships in the regions; (g) travelling to all regional offices and other locations in Afghanistan on a weekly basis to organize media visits, seminars, press briefings and interviews in the regions; and (h) conducting interviews and briefings to national and international media representatives located outside Kabul.

193. It is also proposed to deploy to Kandahar, Kabul, Gardez and Khost four additional positions at the National Officer level to carry out duties as Human Rights/Protection of Civilians National Officer. In this connection, the addition of four National Human Rights Officers in four field offices as Assistants to the Human Rights Officer at the P-4 level focused on protection of civilian issues will help the Human Rights Unit to better focus and direct work in this area. The proposed positions will be responsible for: (a) establishing the clear methodology and procedures necessary to produce reports expeditiously to meet the growing reporting demands; (b) participating in forums at the national level, such as the inter-agency humanitarian country team and the Afghanistan Protection Cluster in order to promote the protection of civilian issues and to ensure a coordinated and appropriate response; (c) assisting in the work to institutionalize interaction with international military forces on the protection of civilian issues; and (d) providing technical advice to national partners, including the Afghanistan Independent Human Rights Commission.

194. It is also proposed to deploy 16 additional positions at the National Officer level to carry out duties as National Governance Officers, and 16 additional Local level positions to carry out duties as Governance Assistants (two in each regional

office). In view of the focus on subnational governance and the Mission's plan to establish additional provincial offices, the governance team is intended to be strengthened at the regional offices to enable Governance Officers to be present for ample time in the respective provinces. This would enable the regional governance team to follow up implementation of the Independent Directorate of Local Governance workplan at the provincial and district level and provide the necessary support to provincial governors and the Independent Directorate team at the provincial level. The strengthened governance capacity at the regional and provincial levels would assist the Independent Directorate in institutional outreach. Therefore, the proposed governance team at each region would be composed of one position at the P-4 level, one position at the P-3 level, 2 positions at the National Officer level and 2 positions at the Local level to ensure good coverage, particularly taking into account that it is envisaged that each international staff would be away from their duty stations for about 30 to 50 per cent of their contract on occasional recuperational break, leave and official missions.

195. It is also proposed to deploy to Mazar, Bamyan, and Kabul three additional positions at the National Officer level to carry out duties as Rule of Law Officers. The proposed positions will be responsible for: (a) facilitating coordination and coherent planning between national actors and international donors and provincial reconstruction teams to increase support to justice sector institutional reform and rehabilitation at the provincial and district levels; (b) developing close working relationships with Afghan legal professionals such as judges, prosecutors, Ministry of Justice officials, and lawyers; (c) facilitating workshops and supporting coordination between national justice actors, with a particular focus on police and prosecutorial coordination; (d) performing coordinated and systematic monitoring of the Afghan legal system with particular but not exclusive emphasis on criminal justice, providing essential feedback on the implementation of recent reforms, the passage of new legislation, rebuilding of the infrastructure and the impact of training; (e) working closely with the United Nations Police and human rights officers in the regional offices to analyse obstacles to the functioning of capacity-building initiatives, and liaising with regional initiatives to improve correction facilities and processes; and (f) supporting the implementation and development of governmental and non-governmental monitoring of the reforms in the justice system at the regional/provincial levels for the purposes of feeding into the monitoring of the Afghanistan Compact benchmarks.

196. The above proposed positions will be placed within the Provincial Justice Coordination Mechanism, which will be composed of nine Rule of Law teams in Kandahar, Nangahar, Kunduz, Gardez, Bamyan, Mazar-e-Sharif, Herat, Kabul headquarters, and Kabul Central Field Office. Each team will be composed of a National Lawyer (1 position), an International Lawyer (1 position), and a National Administrative Officer/Translator (1 position). This project, having started on 1 July 2008, is currently managed and supervised by UNAMA. Six teams are recruited and funded by UNDP. It is proposed that the Rule of Law Unit deploy three Rule of Law National Officers to fulfil responsibilities similar to those of Provincial Justice Coordination Mechanism teams. Positions currently funded and recruited by UNAMA are: International Lawyer (1 position) and National Administrative Officer/Translator (1 position). In order to achieve the objectives of Provincial Justice Coordination Mechanism programme, the services of a third National Lawyer (1 National Officer at Rule of Law) will be required. In addition, a National

Lawyer at every Provincial Justice Coordination Mechanism team will ensure the capacity-building of national staff members who will have increased responsibilities in fulfilling rule of law goals in the future. The recruitment of a National Lawyer will further facilitate the work of the international lawyer, with local language ability and understanding of Islamic sharia law and the Afghan legal system.

197. It is also proposed to deploy to the regional offices eight additional positions at the P-4 level to carry out duties as Humanitarian Affairs Officers/Heads of Regional Humanitarian Offices, and provide focus on the management of humanitarian issues within each regional office, namely in Herat, Mazar-e-Sharif, Kabul, Jalalabad, Kandahar, Bamyan, Kunduz and Gardez, as well as to provide advice to the head of the regional office.

198. It is also proposed to deploy to the regional offices five additional positions at the P-4 level to carry out duties as Civil-Military Coordination Officers, and as such to manage civil-military coordination on humanitarian issues for UNAMA in each regional office where the ISAF Regional Command is located. The proposed five positions are to be assigned to each of the five ISAF Regional Headquarters in the central (Kabul), eastern (Jalalabad), southern (Kandahar), western (Herat) and northern (Mazar-e-Sharif) regions. Current capacity to provide civil-military coordination on humanitarian issues is deemed insufficient. For this reason, each ISAF Regional Command should have its own Civil-Military Coordination Officer at a reasonably senior level to ensure access to senior military officers. The Civil-Military Coordination Officers would be supervised by the Humanitarian Affairs Officers in the regions where they are established. Afghanistan presents a very complex civil-military environment. On the military side, there are currently 26 provincial reconstruction teams run by 15 different nations, 5 regional command headquarters, and ISAF/headquarters in Kabul. In total, NATO has over 40,000 troops in the country engaged in combat operations and stabilization work and some in disaster relief operations. At ISAF/headquarters, there are 39 officers and 3 civilians engaged in civil-military-related activities. On the civilian side, there are large numbers of actors, many of whom seek improved coordination mechanisms. NGOs expect the United Nations to be one of their main interlocutors with the military. However, with the availability of only one Civil-Military Coordination Officer in Kabul, such tasks have become impossible to fulfil. There is also a need to educate and convince military actors in Afghanistan of the importance of humanitarian principles and the need for the promotion of humanitarian space.

199. With the completion of the Civil-Military Guidelines, which have been under development by the Civil-Military Working Group during the past nine months, an effective training and briefings conducted for the civil-military community will be required. Therefore, the Humanitarian Affairs Unit aims to redress inadequate civil-military coordination capacity by increasing the number of Civil-Military Coordination Officers in Afghanistan.

200. It is also proposed to deploy to the regional offices five additional positions at the P-3 level to carry out duties as Information Management, Policy and Advocacy Officers, and as such to provide humanitarian data-gathering and processing and information product creation and dissemination at the regional level and linkage to the central Information Management Sub-Unit capacity at headquarters in Kabul, with some of the Information Management Officers also providing support to the regional offices in Bamyan, Kunduz and Gardez. The proposed positions will be

deployed to regional offices in Herat, Mazar, Kabul, Jalalabad and Kandahar. The single greatest service that UNAMA could provide to agencies and NGOs working in the field would be to provide better information on which to base operational decisions for efficient emergency response, preparedness, recovery and mitigation work. An Information Management Sub-Unit established at headquarters in Kabul would be much stronger if linked to a network of Information Management Officers in the field. The information management function cannot be performed by the Humanitarian Affairs Officers because the work is highly technical and staff members are overburdened with coordination activities.

201. It is also proposed to deploy 15 additional positions at the National Officer level to carry out duties within the Regional Humanitarian Unit of five regional offices in Herat, Mazar, Kabul, Jalalabad and Kandahar (three proposed positions for each of these five regional offices). The proposed positions will support the international Humanitarian Affairs Officers, Civil-Military Coordination Officer, and Information Management Officer positions.

202. It is also proposed to deploy six additional positions at the National Officer level to carry out duties within the Regional Humanitarian Unit of three offices, Bamyan, Kunduz and Gardez (two positions in each of three regional offices). The proposed positions will support the international Humanitarian Affairs Officer and Information Management Officer positions.

203. It is also proposed to deploy 21 additional positions at the Local level to carry out duties as Assistants. Each regional office will be provided with one additional driver and one or two additional clerical support positions in order to support the expanded humanitarian capacity within UNAMA.

Administrative staffing of regional and provincial offices

International staff: *Increase of two Field Service (new)*

National staff: *Increase of 56 new positions, 2 National Officers and 54 Local level*

United Nations Volunteers: *Increase of 12 United Nations Volunteers (new); redeployment of 7 United Nations Volunteers from the Engineering Section*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	—	—	—	—	—	23	—	**23**	32	307	—	**362**
Proposed 2009	—	—	—	—	—	—	—	—	—	25	—	**25**	34	361	19	**439**
Change	—	—	—	—	—	—	—	—	—	**2**	—	**2**	**2**	**54**	**19**	**77**

204. Equipment has been deployed by the Communications and Information Technology Service, especially telephone exchanges, Internet service via satellite to the provincial offices, but no positions are available to carry out duties as Information Technology Assistants in each location. The Communications and Information Technology Service is currently working on providing Lotus Notes

service and sufficient data network to the provincial offices. Additional network elements like routers and servers will be installed in provincial offices as new design implementation. It is therefore proposed to deploy an Information Technology Assistant at the Local level to each of the 15 provincial offices, including the 4 proposed additional provincial offices.

205. Engineering support to the provincial offices will be provided by the proposed four United Nations Volunteer positions to be deployed to the proposed additional provincial offices. The workload for the United Nations Volunteer/Engineers deployed to the regional offices will proportionally increase. The present set-up for United Nations Volunteer/Engineers to cover all 23 regional and provincial offices will not be possible as intense engineering inputs related to new construction, camp maintenance, power supply and refurbishing projects will be required.

206. Regional offices are intended to be strengthened by two Field Service staff, two National Officers, and seven Local level staff in selected regions to support air operations, eight United Nations Volunteers for the regional office to carry out duties as English Language Teachers and four additional Local level positions to carry out duties as drivers in Jalalabad. These are detailed below.

207. In view of the anticipated increase of air operations and the proposed enhancement of the Mission's air fleet, it is proposed to establish two additional positions in the Field Service category to carry out duties as Air Operations Specialists. The proposed positions will be deployed to the two main regions, namely Kandahar and Herat and will act as focal points for air operations and movement control in those regions.

208. It is also proposed to deploy two additional positions at the National Officer level to carry out duties as Regional Air Operations/Movement Control Officers for the Kandahar and Herat regions, respectively. The proposed positions will be responsible for supporting the management and helping the safe execution of flight operations in both regions in line with the permanent deployment of air assets to those locations.

209. It is also proposed to deploy seven additional positions at the Local level to carry out duties as Air Operations/Movement Control Assistants in the regional offices. The proposed positions will be responsible for: (a) providing technical ground support in handling UNAMA daily flights destined for the regional and provincial offices; (b) receiving passenger and cargo booking requests and preparing air transportation plans in consultation with Air Operations and Movement Control at headquarters in Kabul; (c) maintaining UNAMA terminals at regional airfields; (d) processing inbound and outbound UNAMA passengers and cargo; (e) assisting in arranging Jet-A1 fuel and refuelling services for UNAMA aircrafts; (f) providing security and meteorological reports to Air Operations Centre back in Kabul and prior to the scheduled departure of any aircraft out of Kabul; (g) assisting aircrew in local transportation; (h) processing hotel reservations as and when required; (i) assisting in obtaining prior permission required and security clearances and conducting risk assessment; and (j) making ground-to-air communication with aircrew on approach to provide ground clearance/green light for landing and other related tasks. These functions are currently being performed by regional administrative officers and their deputies without the necessary technical knowledge to perform such functions. With the expected increase of air operations, they will no longer be able to manage air operations and movement control activities. By hiring

technical independent Air Operations/Movement Control Assistants in the regions, more control over air operations and movement control activities will be gained. It will also enhance reporting and information flow, promote service efficiency and contribute to the cause of safety in the Mission Aviation Operations.

210. It is also proposed to deploy eight additional United Nations Volunteer positions to carry out duties as teachers of the English language in the regional offices of Herat, Kunduz, Bamyan, Mazar-e-Sharif, Gardez, Jalalabad, Kandahar and Kabul. As the English language capacity of the national staff members is found to be very limited, skilled and professionally trained teachers in the TOEFL test are required to build up their capacities. English teachers hired previously by UNAMA were independent contractors with no formal training in TOEFL who had limited success in improving language abilities of support staff (drivers, engineering workers and security assistants).

211. It is also proposed to deploy four additional positions at the Local level to carry out duties as drivers in the Jalalabad regional office.

Security staffing of regional and provincial offices

International staff: *Increase of eight Field service (new)*

National staff: *Increase of 107 Local level (new) (11 Local level as Security Assistants shown previously under the substantive element of the regional structure are now redeployed to and shown under the security element)*

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field/ Security Service*	*General Service*	***Total inter-national***	*National Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2008	—	—	—	—	—	—	8	—	**8**	16	—	**24**	8	195	—	**227**
Proposed 2009	—	—	—	—	—	—	8	—	**8**	24	—	**32**	8	313	—	**353**
Change	—	—	—	—	—	—	—	—	—	**8**	—	**8**	—	**118**	—	**126**

212. It is proposed to redeploy one of the two Security Officers currently allocated to the regional offices, except in the Kabul region, to the provinces and to establish eight additional positions in the Field Service category to be deployed to all provincial offices consistently.

213. It is also proposed to deploy nine additional positions at the Local level to carry out duties as Security Assistants in various regional locations. Two positions are proposed for the Kabul region to perform administrative work to assist the Department of Safety and Security office. This requirement is based on the fact that Kabul has the largest number of civilian staff in the country and has a large amount of security incidents and activities related to security issues. Four new positions are proposed for the new provincial offices in Sari-Pul, Pul-I-Khumri, Tirin Kot and Ghazni to assist the International Security Officer. Local level staff is required to provide translation of locally written submissions and translation during meetings with locals, and to maintain effective liaison with local government authorities. Three additional posts are therefore proposed for the offices in Nile (Daikundi),

Maymana (Faryab) and Mazar-e-Sharif to ensure that the operations rooms are covered around the clock.

214. It is proposed to deploy 94 additional positions at the Local level to carry out duties as Security Guards, 10 of which will be deployed to UNAMA offices and the airfield in Kandahar.

215. Following experience from the existing locations, 12 security guards are required to ensure smooth operations and ensure uninterrupted around-the-clock security in the provincial offices. It is therefore proposed to deploy 48 additional positions at the Local level to the four new provincial offices and 33 additional positions at the Local level to enhance security arrangements in the existing nine provincial offices. It is also proposed to deploy three additional positions at the Local level to the Kunduz regional office.

216. It is also proposed to deploy one additional position at the Local level to carry out duties as drivers for the International Security Officer in each of the new provincial offices. The proposed positions will be solely responsible for the vehicle, its upkeep and maintenance.

IV. Analysis of resource requirements

(In thousands of United States dollars)

Table 3
Detailed cost estimates
(Thousands of United States dollars)

	2008			*Requirements for 2009*			
	Appropriations	*Estimated expenditures*	*Variance*	*Total*	*Net*	*Non-recurrent*	*Variance analysis 2008-2009*
Category of expenditure	*(1)*	*(2)*	*(3)=(1)-(2)*	*(4)*	*(5)=(4)-(3)*	*(6)*	*(7)=(4)-(1)*
I. Military and police personnel costs							
Military observers	733.5	853.3	(119.8)	881.5	1 001.3	—	148.0
Military contingents	—	—	—	—	—	—	—
Civilian police	346.1	187.1	159.0	344.2	185.2	—	(1.9)
Total, category I	**1 079.6**	**1 040.4**	**39.2**	**1 225.7**	**1 186.5**	**—**	**146.1**
II. Civilian personnel costs							
International staff	29 395.4	34 507.3	(5 111.9)	50 984.4	56 096.3	—	21 589.0
National staff	13 872.8	17 328.7	(3 455.9)	22 923.1	26 379.0	—	9 050.3
United Nations Volunteers	1 622.6	1 871.6	(249.0)	2 456.1	2 705.1	—	833.5
Total, category II	**44 890.8**	**53 707.6**	**(8 816.8)**	**76 363.6**	**85 180.4**	**—**	**31 472.8**
III. Operational costs							
General temporary assistance	—	—	—	—	—	—	—
Consultants and experts	213.7	213.7	—	213.7	213.7	—	—
Official travel	1 060.0	1 060.0	—	1 628.3	1 628.3	—	568.3
Facilities and infrastructure	7 969.2	8 295.9	(326.7)	19 220.6	19 547.3	3 761.3	11 251.4
Ground transportation	5 183.7	5 183.7	—	30 179.1	30 179.1	27 390.8	24 995.4
Air transportation	11 021.9	12 236.4	(1 214.5)	28 887.1	30 101.6	33.5	17 865.2
Communications	2 296.5	2 257.5	39.0	5 060.4	5 021.4	1 830.9	2 763.9
Information technology	1 486.5	1 486.5	—	3 353.1	3 353.1	1 936.9	1 866.6
Medical	288.3	288.3	—	499.4	499.4	39.9	211.1
Special equipment	—	—	—	—	—	—	—
Other supplies, services and equipment	578.5	578.5	—	1 525.4	1 525.4	410.1	946.9
Quick-impact projects	—	—	—	—	—	—	—
Total, category III	**30 098.3**	**31 600.5**	**(1 502.2)**	**90 567.1**	**92 069.3**	**35 403.4**	**60 468.8**
Total requirements	**76 068.7**	**86 348.5**	**(10 279.8)**	**168 156.4**	**178 436.2**	**35 403.4**	**92 087.7**

A. Military and police personnel

	Appropriations 2008	*Estimated expenditures*	*Variance Savings (deficit)*	*Total requirements 2009*	*Net requirements 2009*	*Variance 2008-2009*
Military observers	733.5	853.3	(119.8)	881.5	1 001.3	148.0

217. The provision of $881,500 for military personnel reflects requirements for the deployment of 1 military adviser and 19 military liaison officers with respect to: (a) mission subsistence allowance budgeted at $142 per day for the first 30 days, and $108 per day thereafter ($687,500); (b) travel costs for placement, rotation and repatriation budgeted at an average cost of $7,500 per person (incoming travel is calculated at $4,500 for 20 emplacement trips, and outgoing travel is calculated at $3,000 for 20 repatriation trips) ($150,000); (c) clothing allowance based on a standard rate of $200 per person per year ($4,000); and (d) death and disability compensation based on standard cost ($40,000). The cost estimates include a vacancy rate of 15 per cent.

218. Increased requirements for military personnel for 2009 are mainly due to an increase in the rate of mission subsistence allowance from $102 to $142 per day for the first 30 days, and from $90 to $108 per day thereafter, effective October 2007.

219. The projected deficit $119,800 in 2008 relates mainly to an increase in the rate of mission subsistence allowance from $102 to $142 per day for the first 30 days, and from $90 to $108 per day thereafter, effective October 2007. Information concerning the revised mission subsistence allowance was received by the Mission only after the budget proposal for 2008 was finalized and therefore not included in the cost estimates for that year.

	Appropriations 2008	*Estimated expenditures*	*Variance Savings (deficit)*	*Total requirements 2009*	*Net requirements 2009*	*Variance 2008-2009*
Civilian police	346.1	187.1	159.0	344.2	185.2	(1.9)

220. The provision of $344,200 for civilian police reflects requirements for the deployment of eight Civilian Police Advisers with respect to: (a) mission subsistence allowance budgeted at $142 per day for the first 30 days, and $108 per day thereafter ($242,600); (b) travel costs for placement, rotation and repatriation budgeted at an average cost of $7,500 per person (incoming travel is calculated at $4,500 for eight emplacement trips, and outgoing travel is calculated at $3,000 for eight repatriation trips) ($60,000); (c) clothing allowance based on the standard rate of $200 per person per year ($1,600); and (d) death and disability compensation calculated based on standard cost ($40,000). The cost estimates include a vacancy rate of 25 per cent.

221. Decreased requirements for civilian police for 2009 are mainly due to the application of a vacancy rate of 25 per cent in estimating their cost, whereas no vacancy rate was budgeted in the provision for 2008, partially offset by an increase in the rate of mission subsistence allowance from $102 to $142 per day for the first 30 days, and from $90 to $108 per day thereafter, effective October 2007.

222. The projected savings of $159,000 in 2008 relate mainly to decreased requirements for mission subsistence allowance for civilian police resulting from an anticipated actual vacancy rate of 60 per cent (i.e., higher than had been budgeted).

B. Civilian personnel

	Appropriations 2008	*Estimated expenditures*	*Variance Savings (deficit)*	*Total requirements 2009*	*Net requirements 2009*	*Variance 2008-2009*
International staff	29 395.4	34 507.3	(5 111.9)	50 984.4	56 0096.3	21 589.0

223. The provision of $50,984,400 reflects requirements for salaries ($19,565,100), common staff costs ($12,562,200), hazardous duty station allowances, including compensation for hazardous conditions and the Special Afghanistan Allowance ($7,158,600), mission subsistence allowance ($11,554,500), and residential security measures ($144,000), for 450 international positions, including 305 Professional staff, 123 Field Service and 22 General Service positions. The cost estimates include a vacancy rate of 25 per cent.

224. The provision for allowances includes: (a) mission subsistence allowance budgeted at $142 per day for the first 30 days, and $108 per day thereafter; (b) compensation for service under hazardous conditions budgeted at $1,300 per month per international staff for 10 months, taking into account the occasional recuperational break entitlement, including a vacancy rate of 25 per cent; (c) Special Afghanistan Allowance budgeted at $1,620 per month per international staff for five months of the period 1 January to 30 June 2009, taking into account the occasional recuperational break entitlement, including a vacancy rate of 25 per cent; (d) residential security measures to ensure compliance with the minimum operating security standards; and (e) premiums for malicious acts insurance.

225. Increased requirements for international staff for 2009 are mainly due to: (a) the proposed increase of 140 international positions, including 109 Professional staff, 26 Field Service, and 5 General Service (Other level) positions; (b) anticipated increases in salaries for the proposed international staff based on the actual payroll evolution during the period from January 2006 to May 2008; (c) an increase in the rate of mission subsistence allowance from $102 to $142 per day for the first 30 days, and from $90 to $108 per day thereafter, effective October 2007; and (d) the inclusion in the cost estimates of the Special Afghanistan Allowance for the period from 1 January to 30 June 2009. Further renewal of the allowance beginning 1 July 2009 is pending a decision on the proposal for harmonization of conditions of service, which will be considered during the sixty-third session of the General Assembly.

226. The projected deficit of $5,111,900 in 2008 relates mainly to: (a) the anticipated actual vacancy rate of 23 per cent compared with the estimated budgeted vacancy rate of 26 per cent; (b) an increase in the rate of mission subsistence allowance from $102 to $142 per day for the first 30 days, and from $90 to $108 per day thereafter, effective October 2007; and (c) the accruement and payment of the Special Afghanistan Allowance for the period from 1 July to 31 December 2008. Information concerning the revised mission subsistence allowance was received by

the Mission only after the budget proposal for 2008 was finalized and therefore not included in the cost estimates for that year.

	Appropriations 2008	*Estimated expenditures*	*Variance Savings (deficit)*	*Total requirements 2009*	*Net requirements 2009*	*Variance 2008-2009*
National staff	13 872.8	17 328.7	(3 455.9)	22 923.1	26 379.0	9 050.3

227. The provision of $22,923,100 reflects requirements for salaries ($15,791,000), common staff costs ($3,953,900), hazardous duty station allowance ($2,689,700), and overtime ($488,500), for 1,591 national positions, including 257 National Officers and 1,334 Local level positions. The provision for overtime is budgeted at 5 per cent of net salary costs of national staff at the Local level, based on the actual expenditure pattern. The cost estimates include a vacancy rate of 15 per cent.

228. Increased requirements for national staff for 2009 are mainly due to the proposed increase of 358 national positions, including 84 National Officers and 274 Local level positions, and anticipated increases in local salaries.

229. The projected deficit of $3,455,900 in 2008 relates mainly to (a) the anticipated actual vacancy rate of 9 per cent compared with the estimated budgeted vacancy rate of 22 per cent; and (b) an increase in local salaries.

	Appropriations 2008	*Estimated expenditures*	*Variance Savings (deficit)*	*Total requirements 2009*	*Net requirements 2009*	*Variance 2008-2009*
United Nations Volunteers	1 622.6	1 871.6	(249.0)	2 456.1	2 705.1	833.5

230. The provision of $2,456,100 reflects requirements for the deployment of 59 United Nations Volunteers, including the deployment of 16 additional United Nations Volunteers, to cover monthly living allowance, settling-in grant, travel on assignment and repatriation, insurance and training and other entitlements for 57 United Nations Volunteers deployed at various locations in the field and 2 in the United Nations Volunteers Support Unit at headquarters in Kabul. It also includes the programme support cost due to the United Nations Volunteers headquarters in Bonn, Germany, at the rate of 8 per cent of the total United Nations Volunteers costs. The cost estimates include a vacancy rate of 15 per cent.

231. Increased requirements for United Nations Volunteers for 2009 are mainly due to the proposed deployment of 16 additional United Nations Volunteers, and to an increase in the cost of each United Nations Volunteer from $4,230 per month in 2008 to $4,508 per month in 2009, resulting from changes to their entitlements, partially offset by the application of a vacancy rate of 15 per cent in estimating their cost, compared to the budgeted vacancy rate of 23 per cent in 2008.

232. The projected deficit of $249,000 in 2008 relates mainly to the anticipated actual vacancy rate of 10 per cent compared with the budgeted vacancy rate of 23 per cent.

C. Operational costs

	Appropriations 2008	Estimated expenditures	Variance Savings (deficit)	Total requirements 2009	Net requirements 2009	Variance 2008-2009
Consultants and experts	213.7	213.7	—	213.7	213.7	—

233. The provision of $213,700 reflects requirements for consultancy services related to training activities, including the engagement of consultants to carry out training courses for Mission staff, including courses in train-the-trainers, best practices, procurement, finance, transport, engineering, property management, communications and information technology, security, journalism, human rights, rule of law, transitional justice and air safety operations, as well as in the area of management, language skills and security awareness. It is expected that 580 national and 526 international staff will be trained within and outside the Mission area. This does not include online courses for United Nations Institute for Training and Research distance learning which are expected to be in the range of 1,200. It is also anticipated that consultants will travel to the Mission area to conduct training courses using the facilities available in the UNAMA Training Unit.

	Appropriations 2008	Estimated expenditures	Variance Savings (deficit)	Total requirements 2009	Net requirements 2009	Variance 2008-2009
Official travel	1 060.0	1 060.0	—	1 628.3	1 628.3	568.3

234. The provision of $1,628,300 reflects requirements for official travel related to training ($513,100) and non-training activities ($1,115,200).

235. Proposed requirements for official travel of staff for training-related activities include travel of staff to attend technical training outside the Mission area, in such areas as train-the-trainers, best practices, procurement, finance, transport, engineering, property management, communications and information technology, security, journalism, human rights, rule of law, transitional justice and air safety operations, as well as in the area of management, language skills and security awareness ($513,100).

236. Proposed requirements for official travel of staff for non-training activities include travel within ($400,800) and outside ($714,400) the Mission area. Travel within the Mission area includes travel of staff of Mission Support in conjunction with the opening of new provincial offices, and of heads of regional offices, including liaison offices in Islamabad and Tehran, to attend regular monthly meetings with the Special Representative of the Secretary-General and senior management of the Mission. Further, travel within the Mission area is required to provide essential technical support to regional and provincial offices and to ensure that regular programme consultation takes place between the various components of the Mission to achieve the efficient implementation of its mandate. Travel outside the Mission area includes: (a) the official travel of the Special Representative of the Secretary-General and members of his senior staff in connection with the implementation of the Mission's mandate and to visit and hold meetings with donor countries in their capital cities; (b) official travel for consultations with political counterparts and briefings to the Security Council at Headquarters in New York; and (c) the official travel of staff to conferences, seminars, workshops and consultations.

237. Increased requirements for official travel for 2009 are mainly due to the anticipated increase of official travel of the Special Representative of the Secretary-General and his senior staff to visit various donor countries in connection with the new areas of priority of the Mission, as contained in Security Council resolution 1806 (2008), and to the increase of official travel to attend various training courses by the proposed additional international and national staff.

	Appropriations 2008	*Estimated expenditures*	*Variance Savings (deficit)*	*Total requirements 2009*	*Net requirements 2009*	*Variance 2008-2009*
Facilities and infrastructure	7 969.2	8 295.9	(326.7)	19 220.6	19 547.3	11 251.4

238. The provision of $19,220,600 reflects requirements for facilities and infrastructure, including:

(a) Acquisitions valued at $3,639,900 for the construction and setup of additional staff accommodation units at the United Nations Operations Centre in Afghanistan compound, to meet requirements in two additional rented office buildings in Kabul, and arising from the opening of six new provincial offices, including 12 prefabricated facilities ($276,000), engineering workshop tools and equipment ($63,200), refrigeration equipment ($78,100), 31 generators ($840,700), 2 water and septic tanks ($11,500), accommodation equipment ($629,400), office furniture ($630,500), office equipment ($210,700), security and safety equipment ($805,000), and fire fighting equipment ($94,800);

(b) Rental of premises, including premises at headquarters in Kabul, eight existing regional and nine existing provincial offices, two liaison offices in Islamabad and Tehran, and one logistic support office in Dubai, through a variety of contractual agreements and/or cost-sharing arrangements ($837,200);

(c) The cost of maintenance, cleaning and waste disposal services, including hazardous waste, and the cost for casual labour for electricians, plumbers, sewage cleaning and other building maintenance services for all Mission locations ($900,300);

(d) The cost of security services, including the Mission's share of the United Nations Protection Unit cost, armed static guards deployed to secure various United Nations compounds throughout the Mission area, including airport terminals and official residences of senior Mission staff, and international security guards (Gurkhas), and related costs of road mission security ($3,448,000);

(e) Alteration and renovation services for various Mission locations at headquarters in Kabul and in all regional and provincial offices, including minor construction of additional rooms, realignment of offices, and major maintenance projects such as re-roofing of older buildings and maintenance of roads and footpaths ($374,000);

(f) Construction services to implement construction projects such as the opening of additional provincial offices, minor construction in regional and provincial offices, expansion/construction/maintenance of helipads in regional and provincial offices, construction of air terminal offices, construction of offices and residential accommodation units in Miamana and Gardez, relocation and construction of Transport and Supply offices, construction of a generator house at the United Nations Operations Centre in Afghanistan compound, construction and strengthening of perimeter walls Mission-wide, construction of 100 additional staff accommodation units at the Operations Centre, and construction of security huts and boom gates Mission-wide ($3,558,300);

(g) The cost of stationery and office supplies ($221,200);

(h) The cost of spare parts for the maintenance of accommodation and office equipment, generators, photocopiers and miscellaneous equipment ($357,200);

(i) The cost of maintenance supplies, including plumbing material, hardware, timber, electrical supplies and cement to maintain five UNAMA premises in Kabul, regional and provincial offices, and staff accommodation units (238 units in Kabul and 54 in provincial offices) ($320,400);

(j) The cost of field defence supplies required to maintain the safety and security of UNAMA premises and personnel throughout the Mission area. The continued deterioration of the security situation in the country requires security enhancement of all Mission premises ($706,400);

(k) Petrol, oil and lubricants for generators ($4,658,700);

(l) The cost of sanitation and cleaning materials and supplies for five locations in Kabul and for all regional and provincial offices ($199,000).

239. The estimated cost of the proposed construction plans for 2009 amounts to $3,558,300, as indicated above, and would include the following projects:

(a) Minor construction in regional and provincial offices to meet requirements for increased space and security enhancements ($150,000);

(b) Construction and maintenance of roads to reach regional and provincial offices as access to these locations require constant ground work and/or gravelling of roads ($20,000);

(c) Construction, expansion and maintenance of helipads in regional and provincial offices to allow increased air logistic support to these locations ($40,000);

(d) Construction of additional provincial offices to accommodate the expanded presence of UNAMA in the field ($360,000);

(e) Construction of additional offices and residential accommodations in Miamana and Gardez. In this connection, the Mission has gradually been providing United Nations-provided accommodations to its staff in regional and provincial regions since the houses available for rent in these various locations do not meet the minimum standard of living nor the minimum operating security standards requirements ($275,000);

(f) Construction of air terminal offices in regional and provincial locations under a cost-sharing agreement with the United Nations Humanitarian Air Services, in view of the increased traffic of passengers and handling of cargo ($90,000);

(g) Construction of a bunker at the UNAMA Terminal in Kabul ($105,000);

(h) Construction of a generator house at the United Nations Operations Centre in Afghanistan compound to facilitate the installation of additional generators required to supply electricity to the Operation Centre's staffing accommodation units ($10,000);

(i) Construction and strengthening of perimeter walls Mission-wide to enhance the safety and security of premises and personnel, in view of the continued deterioration of the security situation in the country and to meet minimum operating security standards requirements ($200,000);

(j) Construction of 130 additional staff accommodation units at the United Nations Operations Centre in Afghanistan compound, and acquisition of prefabricated containers from the United Nations Mission in the Sudan for staff accommodations in provincial offices ($2,267,300);

(k) Security enhancements, including the construction of security huts and boom gates Mission-wide to enhance the safety and security of staff guarding the premises ($41,000).

240. Increased requirements for facilities and infrastructure for 2009 are mainly due to: (a) additional office space required and the construction of 130 additional accommodation units to support and house the anticipated increase of staff at the Mission; (b) the anticipated opening of additional provincial offices; and (c) security and safety enhancements, including the deployment of additional international security guards (Gurkhas), to meet minimum operating security standards requirements, in view of the continued deteriorating security situation in the country.

241. The projected deficit of $326,700 in 2008 relates mainly to: (a) increased costs of electricity as a result of the increased price of fuel, and increased electricity demands due to the upgrading of higher-capacity generators; and (b) unforeseen additional requirements for miscellaneous maintenance services as a result of an increased share of common services costs of the United Nations Operations Centre in Afghanistan compound owing to various infrastructure improvements, and the increased cost of services provided by individual contractors.

	Appropriations 2008	*Estimated expenditures*	*Variance Savings (deficit)*	*Total requirements 2009*	*Net requirements 2009*	*Variance 2008-2009*
Ground transportation	5 183.7	5 183.7	—	30 179.1	30 179.1	24 995.4

242. The provision of $30,179,100 reflects requirements for ground transportation, including:

(a) The acquisition of 176 additional armoured vehicles, including 165 civilian vehicles, 4 ambulances, 4 utility pickup trucks, and 3 VIP vehicles; and the replacement of 1 armoured vehicle and 1 material handling equipment to phase out all existing soft-skin vehicles and replace them with B-6 armoured vehicles. These are required in the light of the continued deterioration of the security situation in the country, and based on recommendations by the Department of Safety and Security and requirements to comply with the minimum operating security standards, taking into account the required number of armoured vehicles for the regional and provincial offices, the likelihood of evacuation by road, the number of road missions, and the number of vehicles required per road mission. The use of armoured vehicles is deemed essential in the current environment to mitigate against a multitude of threats such as close proximity to improvised explosive devices and suicide attacks, attacks by small arms fire, the emergency movement of staff during civil disturbances, and abduction attempts. The estimate includes freight charges ($27,763,900);

(b) The acquisition and the replacement of vehicle workshop equipment to support the proposed increase of armoured vehicles and to substitute tools damaged and/or broken due to normal wear and tear ($39,100);

(c) Rental of specialized vehicles and heavy equipment for engineering use such as front-end loader, heavy-duty crane, and excavator to be used in construction projects and regular maintenance work ($23,100);

(d) Insurance to cover third-party liability ($27,000);

(e) The cost of spare parts and repairs and maintenance, including painting, body work, accident repair, specialized components repair as well as routine replacement of worn out or damaged parts ($1,051,500);

(f) Petrol, oil and lubricants ($1,274,500).

243. Increased requirements for ground transportation for 2009 are mainly due to the proposed acquisition of 177 armoured vehicles, including the replacement of existing soft-skin vehicles, in view of the continued deterioration of the security situation in the country, and to the increase in the price of oil.

	Appropriations 2008	*Estimated expenditures*	*Variance Savings (deficit)*	*Total requirements 2009*	*Net requirements 2009*	*Variance 2008-2009*
Air transportation	11 021.9	12 236.4	(1 214.5)	28 887.1	30 101.6	17 865.2

244. The provision of $28,887,100 reflects requirements for air transportation to cover operating costs, liability insurance and fuel for a fleet of 3 fixed-wing and 4 rotary-wing aircraft operating a total of 4,406 hours (1,832 hours for the fixed-wing and 2,574 hours for the rotary-wing aircraft).

245. Proposed requirements for air transportation include: (a) rental and operation of the Mission's air fleet composed of one B200, one regional, and one Lear jet 35 fixed-wing aircraft, and four MI-8MTV rotary-wing aircraft ($23,979,100); (b) petrol, oil and lubricants ($3,866,500); (c) liability insurance ($49,000); (d) landing fees and handling charges ($118,600); (e) air safety equipment and supplies related to air safety and maintenance of airfields and helipads, and for personal safety and maintenance of the UNAMA terminal ($33,500); (f) aircrew subsistence allowance ($31,800); and (g) air transport services provided by the United Nations Humanitarian Air Services through a memorandum of understanding by which UNAMA personnel are transported within the Mission area ($808,600).

246. Air fleet: it is proposed to increase the fleet by adding one Lear jet 35 fixed-wing aircraft and one MI-8MTV rotary-wing aircraft. The proposed increase of the composition of the Mission's air fleet is based on the following:

(a) During the period January to August 2008, approximately 5,000 airlifts were provided to Mission and non-Mission staff, and approximately 107,515 kilograms of cargo was transported. The number of airlifts are expected to increase in view of the anticipated opening of additional provincial offices in 2009;

(b) Owing to the limited number of aircrafts in the fleet, many requests for air support were not fulfilled and, in some cases, even scheduled flights were cancelled;

(c) The prevailing security conditions have posed more restrictions on ground transportation of personnel and cargo for road missions resulting in a higher demand for air transportation;

(d) The Mission is required to efficiently respond in the event of a mass evacuation;

(e) The Mission will be better suited to conduct efficient medical and emergency evacuation flights;

(f) The Mission will be better suited to provide support to the electoral process;

(g) The Mission will be able to conduct independent flights Kabul-Dubai-Kabul, in order to transport UNAMA personnel;

(h) The Mission intends to continue obtaining services from the United Nations Humanitarian Air Services under the existing memorandum of understanding to transport UNAMA staff to/from Dubai and within Afghanistan. However, in view of the anticipated increase in air operations, including passenger and cargo traffic, resulting from the Mission's expansion plans, air support provided by the United Nations Humanitarian Air Services might be insufficient to meet the increased air transport requirements;

(i) Two rotary-wing aircraft are proposed to continue being based in the southern region of the country (Kandahar) to transport passengers and cargo between Kandahar and the UNAMA provincial offices in the region, and two others are proposed to be based in Kabul to provide scheduled air support to the eastern, south-eastern, northern, and north-eastern regions and central highlands of the country.

247. Increased requirements for air transportation for 2009 are mainly due to the proposed incorporation in the Mission's air fleet of one additional fixed-wing and one additional rotary-wing aircraft and their associated operational costs, and to the increase in the price of oil.

248. The projected deficit of $1,214,500 in 2008 relates mainly to increases in the price of fuel, airfare for the United Nations Humanitarian Assistance Services to and from Dubai, Islamabad and within Afghanistan (24 per cent increase for international and 12 per cent for domestic flights), as well as an increased number of passengers flown monthly owing to the expansion of the Mission (22 per cent increase of international passengers, and 10 per cent national passengers).

	Appropriations 2008	*Estimated expenditures*	*Variance Savings (deficit)*	*Total requirements 2009*	*Net requirements 2009*	*Variance 2008-2009*
Communications	2 296.5	2 257.5	39.0	5 060.4	5 021.4	2 763.9

249. The provision of $5,060,400 reflects requirements for communications, including:

(a) The acquisition of additional communications equipment, including high, very-high and ultra-high frequency communications equipment, satellite equipment, telephone equipment, and uninterrupted power supplies; and the scheduled replacement of communications equipment, test and workshop equipment ($1,830,900);

(b) The cost of commercial communications, including the lease of a transponder, Inmarsat terminals, sets of Iridium/Thuraya satellite telephones, local telephone lines, local cellular lines, local Internet access, and New York-Brindisi connectivity ($2,611,200);

(c) The cost of communications support services to cover centralized wide area network (WAN) support to allow access to the global private automatic post exchange (PABX) and the Department of Peacekeeping Operations global support services ($41,800);

(d) The cost of spare parts and supplies, calculated at 3 per cent of the estimated $9.2 million communications inventory, including 15 per cent freight charges ($315,600);

(e) The acquisition of public information equipment, such as digital recorders, microphones, computer equipment and software required for recording, editing and broadcasting radio programmes and for their packaging and distribution ($19,600);

(f) The cost of public information services to support and maintain the Mission's radio and television visibility and capacity-building work with Radio and Television Afghanistan through the production of television programmes and radio broadcasts, and to cover the production of publications, outreach materials, and display of billboards ($211,700);

(g) The cost of supplies and maintenance related to public information ($29,600).

250. The 2009 replacement of communications equipment is scheduled to be implemented to substitute equipment that is considered unusable and/or beyond repair due to age and damage caused by harsh weather conditions in the region, and in some cases to the discontinuation of production by their manufacturers, normal wear and tear, advances in technology, and the negative impact of frequent surges in electricity in the region.

251. Increased requirements for communications for 2009 are mainly due to the proposed implementation of the communications equipment replacement programme detailed above, the proposed acquisition of additional communications equipment to support and equip the new provincial offices and to enhance the communications network of offices at headquarters in Kabul and in the existing regional and provincial offices to support the anticipated expansion of the Mission, and the proposed provision for locally leased circuits in order to upgrade communications services to the provincial offices.

	Appropriations 2008	Estimated expenditures	Variance Savings (deficit)	Total requirements 2009	Net requirements 2009	Variance 2008-2009
Information technology	1 486.5	1 486.5	—	3 353.1	3 353.1	1 866.6

252. The provision of $3,353,100 reflects requirements for information technology, including:

(a) The acquisition of additional information technology equipment, including 150 desktop computers and monitors, 20 printers, 5 servers, 313 uninterrupted power supplies, 20 network switches and routers, 18 scanners, 8 solar panel systems, and 35 pieces of geographic information hardware; and the scheduled replacement of information technology equipment ($1,792,400);

(b) The acquisition of various software packages for disaster recovery and business continuity and for the Geographic Information Services ($144,500);

(c) The cost of information technology services required for the provision of centralized information technology services to the Mission headquarters in Kabul and to all regional and provincial offices, as well as centralized data storage services in the United Nations Logistics Base at Brindisi, Italy ($578,000);

(d) The cost of software for network control, mail management and electronic archives, and software and operating system licence fees ($603,900);

(e) The cost of spare parts and supplies, calculated at 3 per cent of the estimated $5.9 million information technology inventory, including 15-per cent freight charges ($234,300).

253. The 2009 replacement of information technology equipment is scheduled to be implemented to substitute equipment that is considered unusable and/or beyond repair due to age, to advances in technology, and to the negative impact of frequent surges in electricity in the region.

254. Increased requirements for information technology for 2009 are mainly due to the proposed implementation of the information technology equipment replacement programme detailed above, to the proposed acquisition of additional information technology equipment to support and equip the new provincial offices and to enhance the information technology infrastructure and network of offices at headquarters in Kabul and in the existing regional and provincial offices to support the anticipated expansion of the Mission, and to equip the newly established Geographic Information Services. The proposed increased requirements will allow each new provincial office to join the Mission's information technology network and be provided with Internet access, Lotus Notes capability, and standard information technology facilities.

	Appropriations 2008	Estimated expenditures	Variance Savings (deficit)	Total requirements 2009	Net requirements 2009	Variance 2008-2009
Medical	288.3	288.3	—	499.4	499.4	211.1

255. The provision of $499,400 reflects: (a) the acquisition of medical equipment, including replacement of electrocardiographic machines and the purchase of defibrillators, vacuum mattresses, and training tools for clinics at headquarters in Kabul and in the regional offices ($39,900); (b) the cost of medical services, such as

maintenance, calibration and repair of medical equipment, referrals to specialized physicians, hospitals and laboratories for cases when the expertise does not exist within the Mission clinics, and medical evacuations of Mission staff ($180,800); and (c) the cost of medical supplies, including medicines and laboratory supplies ($278,700).

256. Increased requirements for medical services for 2009 are mainly due to increased requirements for medical supplies, including medicines, to cover the anticipated increase in the number of staff in the Mission, to the inclusion for the first time of vaccines and other medical supplies, and to the increased prices of medical supplies, including medicines.

	Appropriations 2008	*Estimated expenditures*	*Variance Savings (deficit)*	*Total requirements 2009*	*Net requirements 2009*	*Variance 2008-2009*
Other supplies, services and equipment	578.5	578.5	—	1 525.4	1 525.4	946.9

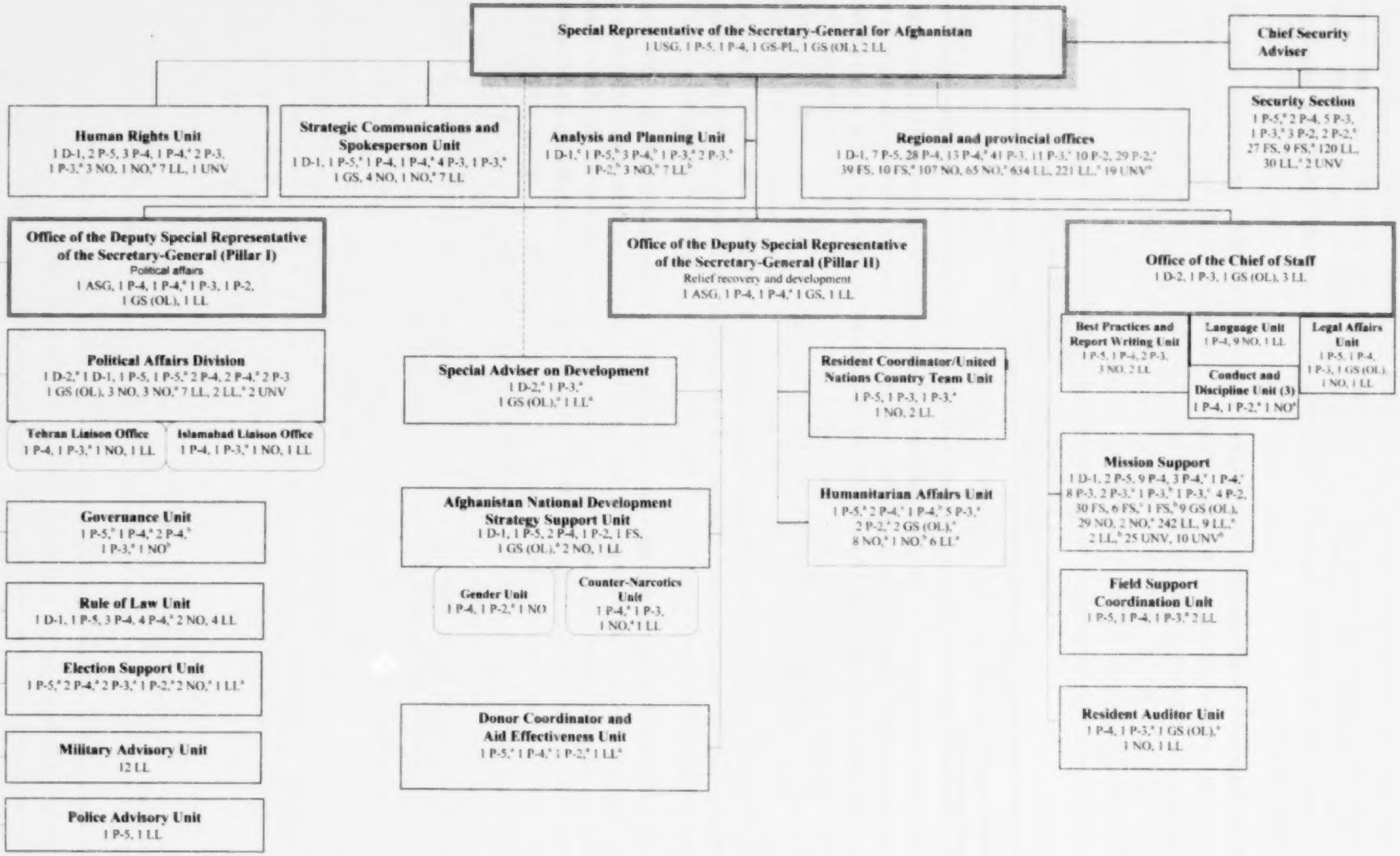
257. The provision of $1,525,400 reflects requirements for other supplies, services and equipment, including: (a) acquisition of equipment, such as air conditioners, fire extinguishers and first-aid kits ($459,500); (b) subscriptions ($30,000); (c) printing and reproduction ($82,000); (d) operational maps ($1,500); (e) requirements for security, military and police personnel, including uniforms for local security guards and drivers, flags and decals ($202,400); (f) training supplies ($125,400); (g) hospitality ($10,000); (h) general insurance ($55,000); (i) bank charges ($118,800); (j) miscellaneous claims and adjustments ($22,700); (k) freight costs, including mail and pouch services ($256,000); and (l) rations ($162,100).

258. Increased requirements for other supplies, services and equipment for 2009 are mainly due to: (a) the proposed acquisition of equipment, such as air conditioners, fans, vacuum cleaners, and heaters for the new provincial offices and accommodation units; (b) the inclusion in the provision of cable television charges for the accommodation units as well as subscriptions for the newly established Analysis and Planning Unit; (c) increased requirements for training fees, supplies and services to implement the enhanced Mission's 2009 training programme, including the security training; and (d) the inclusion in the provision of essential supplies for the Influenza Pandemic Contingency Plan.

Annex

Organization charts

A. United Nations Assistance Mission in Afghanistan


Special Representative of the Secretary-General for Afghanistan
1 USG, 1 P-5, 1 P-4, 1 GS-PL, 1 GS (OL), 2 LL
Chief Security Adviser
Security Section
1 P-5,[a] 2 P-4, 5 P-3, 1 P-3,[a] 3 P-2, 2 P-2,[a] 27 FS, 9 FS,[a] 120 LL, 30 LL,[a] 2 UNV
Human Rights Unit
1 D-1, 2 P-5, 3 P-4, 1 P-4,[a] 2 P-3, 1 P-3,[a] 3 NO, 1 NO,[a] 7 LL, 1 UNV
Strategic Communications and Spokesperson Unit
1 D-1, 1 P-5,[a] 1 P-4, 1 P-4,[a] 4 P-3, 1 P-3,[a] 1 GS, 4 NO, 1 NO,[a] 7 LL
Analysis and Planning Unit
1 D-1,[c] 1 P-5,[b] 3 P-4,[b] 1 P-3,[a] 2 P-3,[b] 1 P-2,[b] 3 NO,[b] 7 LL[b]
Regional and provincial offices
1 D-1, 7 P-5, 28 P-4, 13 P-4,[a] 41 P-3, 11 P-3,[a] 10 P-2, 29 P-2,[a] 39 FS, 10 FS,[a] 107 NO, 65 NO,[a] 634 LL, 221 LL,[a] 19 UNV[a]
Office of the Deputy Special Representative of the Secretary-General (Pillar I)
Political affairs
1 ASG, 1 P-4, 1 P-4,[a] 1 P-3, 1 P-2, 1 GS (OL), 1 LL
Political Affairs Division
1 D-2,[a] 1 D-1, 1 P-5, 1 P-5,[a] 2 P-4, 2 P-4,[a] 2 P-3 1 GS (OL), 3 NO, 3 NO,[a] 7 LL, 2 LL,[a] 2 UNV
Tehran Liaison Office
1 P-4, 1 P-3,[a] 1 NO, 1 LL
Islamabad Liaison Office
1 P-4, 1 P-3,[a] 1 NO, 1 LL
Governance Unit
1 P-5,[b] 1 P-4,[a] 2 P-4,[b] 1 P-3,[a] 1 NO[b]
Rule of Law Unit
1 D-1, 1 P-5, 3 P-4, 4 P-4,[a] 2 NO, 4 LL
Election Support Unit
1 P-5,[a] 2 P-4,[a] 2 P-3,[a] 1 P-2,[a] 2 NO,[a] 1 LL[a]
Military Advisory Unit
12 LL
Police Advisory Unit
1 P-5, 1 LL
Office of the Deputy Special Representative of the Secretary-General (Pillar II)
Relief recovery and development
1 ASG, 1 P-4, 1 P-4,[a] 1 GS, 1 LL
Special Adviser on Development
1 D-2,[a] 1 P-3,[a] 1 GS (OL),[a] 1 LL[a]
Afghanistan National Development Strategy Support Unit
1 D-1, 1 P-5, 2 P-4, 1 P-2, 1 FS, 1 GS (OL),[a] 2 NO, 1 LL
Gender Unit
1 P-4, 1 P-2,[a] 1 NO
Counter-Narcotics Unit
1 P-4,[a] 1 P-3, 1 NO,[a] 1 LL
Donor Coordinator and Aid Effectiveness Unit
1 P-5,[a] 1 P-4,[a] 1 P-2,[a] 1 LL[a]
Resident Coordinator/United Nations Country Team Unit
1 P-5, 1 P-3, 1 P-3,[a] 1 NO, 2 LL
Humanitarian Affairs Unit
1 P-5,[a] 2 P-4,[a] 1 P-4,[b] 5 P-3,[a] 2 P-2,[a] 2 GS (OL),[a] 8 NO,[a] 1 NO,[b] 6 LL[a]
Office of the Chief of Staff
1 D-2, 1 P-3, 1 GS (OL), 3 LL
Best Practices and Report Writing Unit
1 P-5, 1 P-4, 2 P-3, 3 NO, 2 LL
Language Unit
1 P-4, 9 NO, 1 LL
Legal Affairs Unit
1 P-5, 1 P-4, 1 P-3, 1 GS (OL), 1 NO, 1 LL
Conduct and Discipline Unit (3)
1 P-4, 1 P-2,[a] 1 NO[a]
Mission Support
1 D-1, 2 P-5, 9 P-4, 3 P-4,[a] 1 P-4,[c] 8 P-3, 2 P-3,[a] 1 P-3,[b] 1 P-3,[c] 4 P-2, 30 FS, 6 FS,[a] 1 FS,[b] 9 GS (OL), 29 NO, 2 NO,[a] 242 LL, 9 LL,[a] 2 LL,[b] 25 UNV, 10 UNV[a]
Field Support Coordination Unit
1 P-5, 1 P-4, 1 P-3,[a] 2 LL
Resident Auditor Unit
1 P-4, 1 P-3,[a] 1 GS (OL),[a] 1 NO, 1 LL

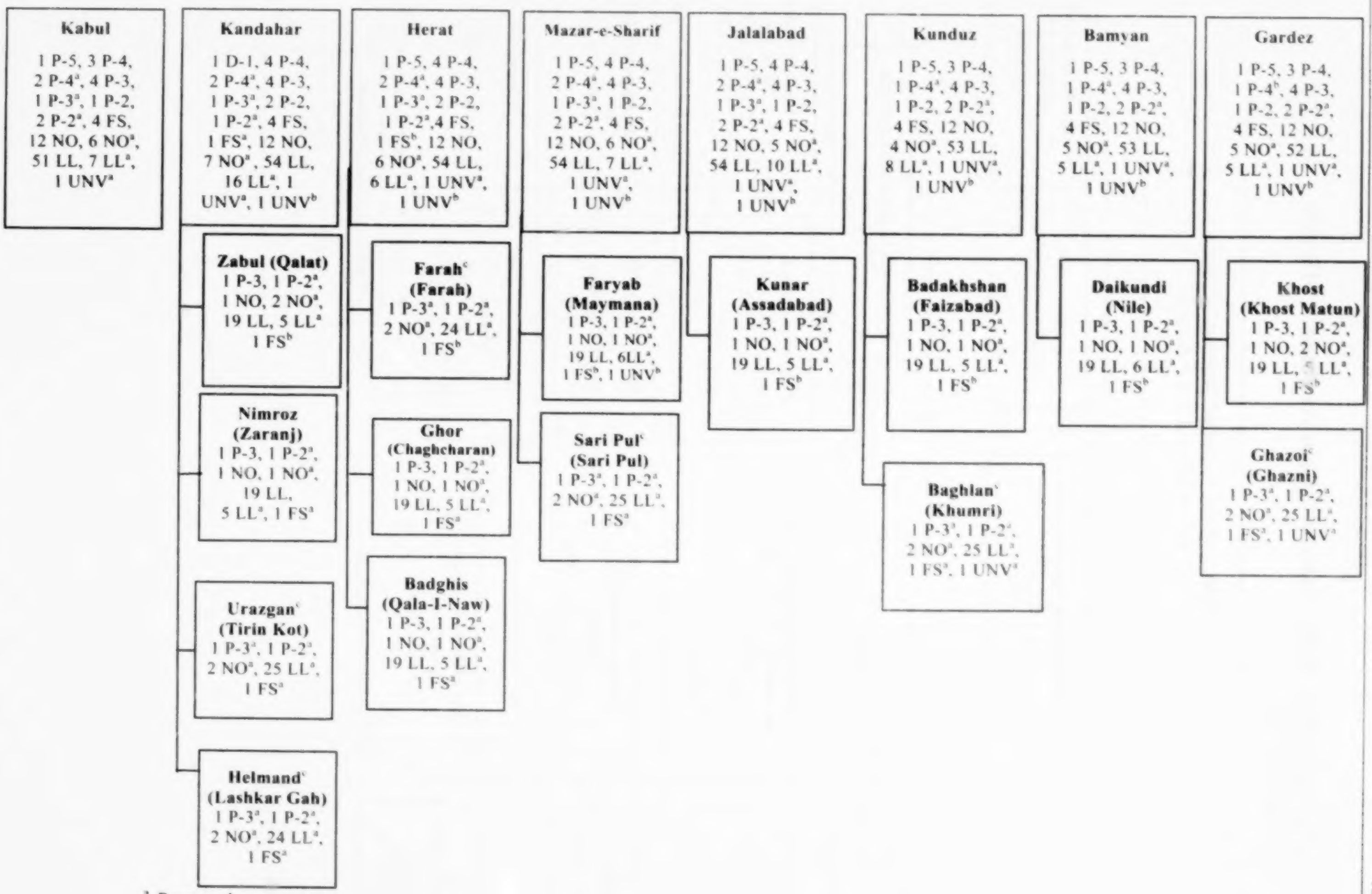
Abbreviations: USG = Under-Secretary-General; ASG = Assistant Secretary-General; FS = Field Service; GS (PL) = General Service (Principal level); GS (OL) = General Service (Other level); LL = General Service (Local level); NO = National Officer; SS = Security Service; UNV = United Nations Volunteers.

[a] Proposed new posts.

[b] Redeployed posts.

[c] Reclassified posts.

B. Regional and provincial offices (substantive, administrative and security staff)



Kabul
1 P-5, 3 P-4,
2 P-4[a], 4 P-3,
1 P-3[a], 1 P-2,
2 P-2[a], 4 FS,
12 NO, 6 NO[a],
51 LL, 7 LL[a],
1 UNV[a]

Kandahar
1 D-1, 4 P-4,
2 P-4[a], 4 P-3,
1 P-3[a], 2 P-2,
1 P-2[a], 4 FS,
1 FS[a], 12 NO,
7 NO[a], 54 LL,
16 LL[a], 1
UNV[a], 1 UNV[b]

Zabul (Qalat)
1 P-3, 1 P-2[a],
1 NO, 2 NO[a],
19 LL, 5 LL[a]
1 FS[b]

Nimroz
(Zaranj)
1 P-3, 1 P-2[a],
1 NO, 1 NO[a],
19 LL,
5 LL[a], 1 FS[a]

Urazgan[c]
(Tirin Kot)
1 P-3[a], 1 P-2[a],
2 NO[a], 25 LL[a],
1 FS[a]

Helmand[c]
(Lashkar Gah)
1 P-3[a], 1 P-2[a],
2 NO[a], 24 LL[a],
1 FS[a]

Herat
1 P-5, 4 P-4,
2 P-4[a], 4 P-3,
1 P-3[a], 2 P-2,
1 P-2[a],4 FS,
1 FS[b], 12 NO,
6 NO[a], 54 LL,
6 LL[a], 1 UNV[a],
1 UNV[b]

Farah[c]
(Farah)
1 P-3[a], 1 P-2[a],
2 NO[a], 24 LL[a],
1 FS[b]

Ghor
(Chaghcharan)
1 P-3, 1 P-2[a],
1 NO, 1 NO[a],
19 LL, 5 LL[a],
1 FS[a]

Badghis
(Qala-I-Naw)
1 P-3, 1 P-2[a],
1 NO, 1 NO[a],
19 LL, 5 LL[a],
1 FS[a]

Mazar-e-Sharif
1 P-5, 4 P-4,
2 P-4[a], 4 P-3,
1 P-3[a], 1 P-2,
2 P-2[a], 4 FS,
12 NO, 6 NO[a],
54 LL, 7 LL[a],
1 UNV[a],
1 UNV[b]

Faryab
(Maymana)
1 P-3, 1 P-2[a],
1 NO, 1 NO[a],
19 LL, 6LL[a],
1 FS[b], 1 UNV[b]

Sari Pul[c]
(Sari Pul)
1 P-3[a], 1 P-2[a],
2 NO[a], 25 LL[a],
1 FS[a]

Jalalabad
1 P-5, 4 P-4,
2 P-4[a], 4 P-3,
1 P-3[a], 1 P-2,
2 P-2[a], 4 FS,
12 NO, 5 NO[a],
54 LL, 10 LL[a],
1 UNV[a],
1 UNV[b]

Kunar
(Assadabad)
1 P-3, 1 P-2[a],
1 NO, 1 NO[a],
19 LL, 5 LL[a],
1 FS[b]

Kunduz
1 P-5, 3 P-4,
1 P-4[a], 4 P-3,
1 P-2, 2 P-2[a],
4 FS, 12 NO,
4 NO[a], 53 LL,
8 LL[a], 1 UNV[a],
1 UNV[b]

Badakhshan
(Faizabad)
1 P-3, 1 P-2[a],
1 NO, 1 NO[a],
19 LL, 5 LL[a],
1 FS[b]

Baghlan[c]
(Khumri)
1 P-3[a], 1 P-2[a],
2 NO[a], 25 LL[a],
1 FS[a], 1 UNV[a]

Bamyan
1 P-5, 3 P-4,
1 P-4[a], 4 P-3,
1 P-2, 2 P-2[a],
4 FS, 12 NO,
5 NO[a], 53 LL,
5 LL[a], 1 UNV[a],
1 UNV[b]

Daikundi
(Nile)
1 P-3, 1 P-2[a],
1 NO, 1 NO[a],
19 LL, 6 LL[a],
1 FS[b]

Gardez
1 P-5, 3 P-4,
1 P-4[b], 4 P-3,
1 P-2, 2 P-2[a],
4 FS, 12 NO,
5 NO[a], 52 LL,
5 LL[a], 1 UNV[a],
1 UNV[b]

Khost
(Khost Matun)
1 P-3, 1 P-2[a],
1 NO, 2 NO[a],
19 LL, 5 LL[a],
1 FS[b]

Ghazoi[c]
(Ghazni)
1 P-3[a], 1 P-2[a],
2 NO[a], 25 LL[a],
1 FS[a], 1 UNV[a]

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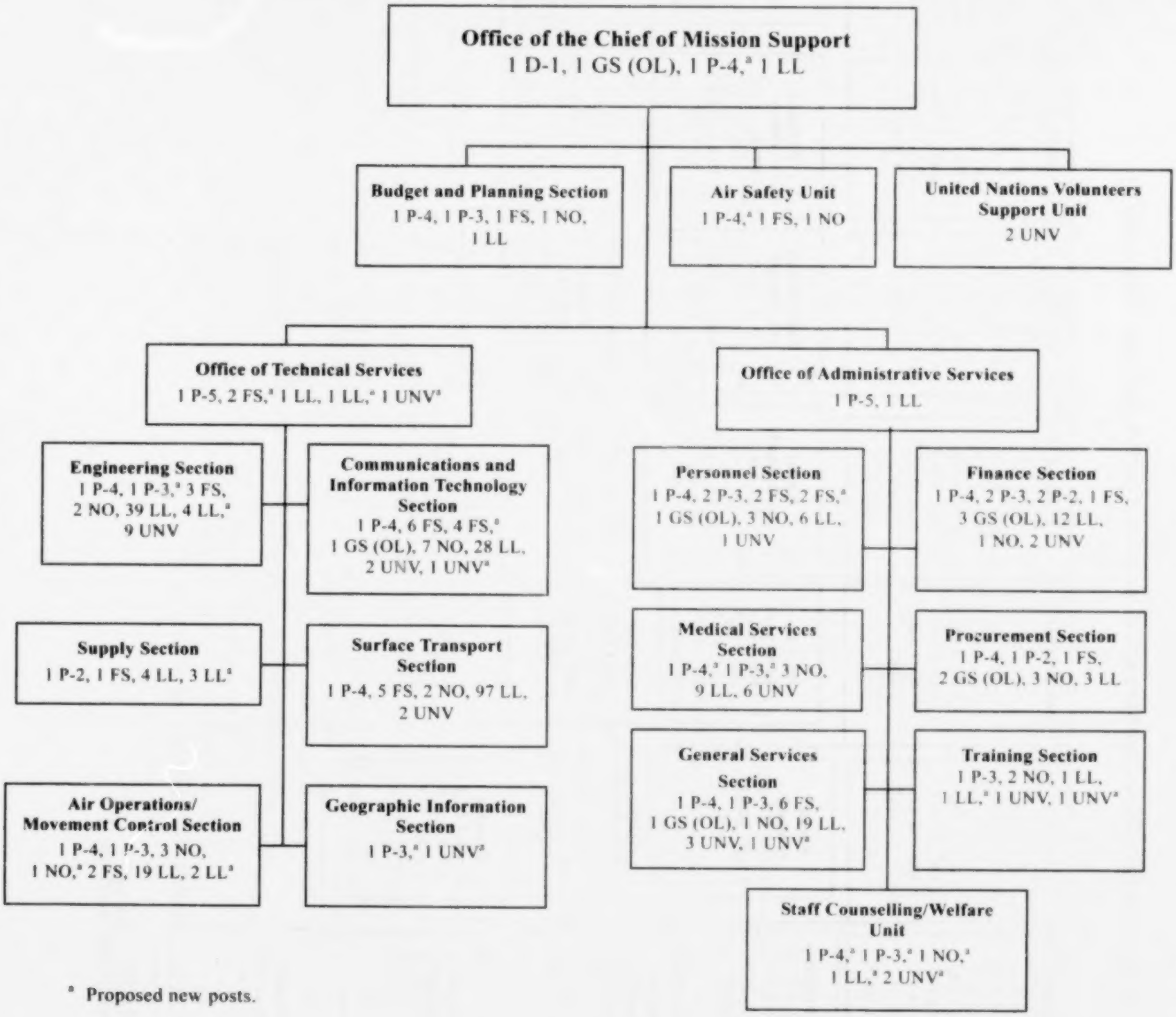
[a] Proposed new posts.

[b] Redeployed posts.

[c] Proposed new provincial offices.

C. Administration of the United Nations Assistance Mission in Afghanistan


Office of the Chief of Mission Support
1 D-1, 1 GS (OL), 1 P-4,[a] 1 LL
Budget and Planning Section
1 P-4, 1 P-3, 1 FS, 1 NO, 1 LL
Air Safety Unit
1 P-4,[a] 1 FS, 1 NO
United Nations Volunteers Support Unit
2 UNV
Office of Technical Services
1 P-5, 2 FS,[a] 1 LL, 1 LL,[a] 1 UNV[a]
Engineering Section
1 P-4, 1 P-3,[a] 3 FS, 2 NO, 39 LL, 4 LL,[a] 9 UNV
Communications and Information Technology Section
1 P-4, 6 FS, 4 FS,[a] 1 GS (OL), 7 NO, 28 LL, 2 UNV, 1 UNV[a]
Supply Section
1 P-2, 1 FS, 4 LL, 3 LL[a]
Surface Transport Section
1 P-4, 5 FS, 2 NO, 97 LL, 2 UNV
Air Operations/ Movement Control Section
1 P-4, 1 P-3, 3 NO, 1 NO,[a] 2 FS, 19 LL, 2 LL[a]
Geographic Information Section
1 P-3,[a] 1 UNV[a]
Office of Administrative Services
1 P-5, 1 LL
Personnel Section
1 P-4, 2 P-3, 2 FS, 2 FS,[a] 1 GS (OL), 3 NO, 6 LL, 1 UNV
Finance Section
1 P-4, 2 P-3, 2 P-2, 1 FS, 3 GS (OL), 12 LL, 1 NO, 2 UNV
Medical Services Section
1 P-4,[a] 1 P-3,[a] 3 NO, 9 LL, 6 UNV
Procurement Section
1 P-4, 1 P-2, 1 FS, 2 GS (OL), 3 NO, 3 LL
General Services Section
1 P-4, 1 P-3, 6 FS, 1 GS (OL), 1 NO, 19 LL, 3 UNV, 1 UNV[a]
Training Section
1 P-3, 2 NO, 1 LL, 1 LL,[a] 1 UNV, 1 UNV[a]
Staff Counselling/Welfare Unit
1 P-4,[a] 1 P-3,[a] 1 NO,[a] 1 LL,[a] 2 UNV[a]

[a] Proposed new posts.